



SAN JOAQUIN COUNTY

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May 22, 2012

6-4-12
Rec'd
PDM

Dave McDowell, PhD, Bureau Chief
Outcomes & Accountability Bureau
Children & Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814

Dear Mr. McDowell:

Please find enclosed the San Joaquin County Child Welfare/Probation System Improvement Plan Update dated February 26, 2012. Also enclosed is a brief statement regarding the SIP Update.

If you have any questions, please contact me at (209) 468-1650 or by email at jchelli@sjgov.org.

Sincerely,

Joseph E. Chelli, Director
San Joaquin County
Human Services Agency

JEC:sca

cc: John Greco, Deputy Director Children's Services

Our Mission is to lead in the
creation and delivery of services that improve
the quality of life for our community.



California's Child and Family Services Review System Improvement Plan Update

County:	San Joaquin County
Responsible County Child Welfare Agency:	San Joaquin County Human Services Agency
Period of Plan:	2011 - 2014
Period of Outcomes Data:	Quarter ending: Q4 2010
Date Submitted:	5/24/12
County System Improvement Plan Contact Person	
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Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Joseph Chelli
Signature:	See Attachment A
Submitted by:	
Submitted by:	Interim County Chief Probation Officer
Name:	Stephanie L. James
Signature:	See Attachment A

San Joaquin County
California Child and Family Services Review
County System Improvement Plan – Update
Child Welfare Services
Juvenile Probation

Please find enclosed, the San Joaquin County System Improvement Plan (SIP) – Update dated February 26, 2012.

Our initial Outcome/Systemic Factors for our two departments were:

Child Welfare:

1. Outcome Measure C1.4 – Re-entry into Foster Care Following Reunification
2. Outcome Measure S1.1 – No Recurrence of Maltreatment

Probation: Supporting Youth in Their Transition to Adulthood and Maintain Meaningful Connections

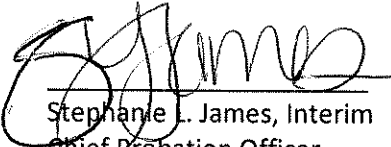
The SIP Update addresses our efforts towards improved outcomes and illustrates the completion of certain objectives and discusses continuing efforts.

We remain concerned about our continuing ability to address Child Welfare Services Improvement during difficult economic times and shifting governmental fiscal policies.



Joseph E. Chelli, Director
Human Services Agency

5/22/12
Date



Stephanie L. James, Interim
Chief Probation Officer

5/24/12
Date

**CALIFORNIA – CHILD AND FAMILY SERVICES REVIEW
SELF IMPROVEMENT PLAN UPDATE**

February 27, 2012

SAN JOAQUIN COUNTY

**Human Services Agency/Child Welfare Services
Probation Department/Juvenile Probation Division**



**John Greco, Human Services Agency – Child Welfare Services
Stephanie James, Probation Department**

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Introduction and Narrative

San Joaquin County System Improvement Plan

The San Joaquin County System-Improvement Plan (SIP) outlines strategies that the San Joaquin County Human Service Agency's - Child Welfare Services (CWS) and San Joaquin County Probation Department (PD) plan to implement over the next three years to improve outcomes for children and families. The SIP is one of three components of an evaluation and planning process mandated by AB 636, the Child Welfare System Improvement and Accountability Act of 2001.

AB 636 mandates that every county undergo a self-assessment, qualitative case review process, and system-improvement plan every three years. It shifts child welfare services to an outcomes-based system and promotes key reforms, such as partnering more actively with the community, sharing responsibility for child safety, strengthening families, and assuring the fairness and equity of service delivery and outcomes. Child Welfare Services and the Juvenile Probation Division (JPD) must analyze, in collaboration with key partners, performance on critical child welfare outcomes and develop plans to build on systemic strengths and overcome weaknesses.

In June 2008, the State All County Information Notice (01-41-08) introduced new guidelines to integrate the SIP with the Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community-Based Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan. Consequently, this document reflects a broad continuum of strategies to improve outcomes from early intervention and prevention strategies through aftercare supports.

This 2011 SIP marks the beginning of a third triennial cycle for Child Welfare Services and the Juvenile Probation Division, and incorporates the findings of the 2010 County Self-Assessment (CSA) and the 2010 Peer Quality Case Review (PQCR), as mandated by AB 636. The PQCR was completed in March 2010 by both CWS and JPD. In interviews with peers from selected counties, child welfare staff identified strategies to address reentry following reunification and juvenile probation staff identified strategies related to supporting youth in their transition to adulthood. The County Self-Assessment, which outlines system strengths and areas for improvement, was also completed in 2010 through a community planning process.

Child Welfare Services Outcome Improvement Areas

From information gathered during the 2010 Peer Quality Case Review and the 2010 County Self-Assessment, the following outcomes were selected as areas to improve upon:

- Reduce the reentry for children who come back into foster care within a year of reunification
- Reduce the rate of recurrence of maltreatment

Given the alarming overrepresentation of children of color in foster care and juvenile probation, especially African-American, Native-American, and Latino, San Joaquin County values the continual improvement efforts on racial disproportion. San Joaquin County Child Welfare Services has been pro-active for more than six years in addressing the disproportionate number of African-American children in the CWS. Child Welfare Services has a strong commitment to remain engaged in a number of initiatives and projects aimed to improve disproportion and ensure positive outcomes for children and families. In 2009 – 2010, San Joaquin County was

chosen to participate in the California Disproportionality Breakthrough Series offered by the Casey Foundation. Since the conclusion of this project, CWS has continued to build on the techniques utilized by this process and will continue to make it a mainstay of CWS practices.

Juvenile Probation Division Outcome Improvement Areas

From information gathered during the 2010 Peer Quality Case Review and the 2010 County Self Assessment, the following outcomes were selected as areas to improve upon:

- Maintaining meaningful connections for youth placed in out-of-county or out-of-state placements
- Assisting youth in the transition to adulthood; from detention to being mainstreamed back into the community

State Performance Improvement Plan (PIP)

San Joaquin County's SIP reflects California's increasing utilization of evidence-based practices, those practices that have empirical research supporting their efficacy, to effect change in the child welfare and juvenile justice systems. At the state level, the Program Improvement Plan (PIP) identifies specific strategies prioritized for the implementation in these systems in California. These state strategies include the following and are integrated throughout the San Joaquin County SIP:

- Expand use of participatory case planning strategies
- Sustain and enhance permanency efforts across the life of the case
- Enhance and expand caregiver recruitment, training, and support
- Sustain and expand staff/supervisor training
- Expand options and create flexibility for services and supports to meet the needs of children and families
- Strengthen implementation of the statewide safety, risk, and needs assessment system

The following principles guided the San Joaquin CSA and SIP process:

- The entire community is responsible for child, youth, and family well-being
- To be effective, the child welfare system must embrace the entire continuum of prevention, intervention, and services
- Engagement with consumers and the community is vital to promoting safety, permanence, and well-being
- Fiscal strategies are vital to ensure services reflect the needs of all children and families
- Transforming the child welfare system is a process that involves removing traditional barriers within both internal and external systems

The above stated strategies and principles provide the framework for ensuring the well-being of the children and families in the community. In essence, they are outstanding and every effort should be given in striving to meet them. Unfortunately, these goals cannot occur without the appropriate system structure. Transforming the child welfare system in part involves fiscal strategies to support that change. Given the past and on-going financial cutbacks to child welfare

services, it puts an undue burden on agencies to continue to provide best-practice measures; yet social service professionals remain committed to those goals.

It would be remiss to believe that without financial assistance to provide additional staffing and resources, these same service professionals can carry ever-increasing duties and responsibilities. Recruitment, training, support, expanded options, flexibility, and community engagement are all vital to the transformation of child welfare; yet it would be naïve to believe these goals can occur in a climate where it is a fiscal impossibility to provide adequate staffing. Caseloads are growing, along with legislative and court mandates, while social service professionals decrease in numbers. This is an issue that must be addressed by the community and legislative bodies before local agencies can realistically achieve targeted outcome improvement.

Theme Connections between the San Joaquin County Peer Quality Case Review (PQCR), Self-Assessment (CSA), and System Improvement Plan (SIP) Outcomes:

SIP Outcome	PQCR	CSA
C1.4 Reentry Following Reunification	The PQCR found that San Joaquin County Child Welfare Services value connections between parents and their children, it requires more systemic support to promote this relationship.	San Joaquin County Child Welfare Services has identified several variables that present a direct connection between reunification and reentry due to recurrence of maltreatment: <ul style="list-style-type: none"> • Parental addiction/relapse • Behavioral challenges as presented by children upon reunification • Parent classes not specifically aimed at needs of parents Reunification process requires additional forethought and development
S1.1 No Recurrence of Maltreatment	Many of the parents who become involved in the child welfare system are struggling with mental health and substance abuse issues. Early and specific assistance and support are required to have a successful outcome	The San Joaquin County Self-Assessment illustrates the increasing economic issues San Joaquin County is facing. This demographic overview provides (deleted) insight into the increasing isolation and hopelessness of county residents. <p>San Joaquin County CWS continues to address the issue of disproportionate rates of African-American children referred to and involved with CWS.</p> <p>The CSA outlined ways for bridging family isolation and connecting parents to formal and informal support earlier, before child removal becomes necessary. It also describes the use of assessment and decision-sharing processes that are intended to minimize institutional bias.</p>

Supporting Youth in Their Transition to Adulthood & Maintaining Meaningful Connections for Youth	<p>The PQCR cited the San Joaquin County Juvenile Probation Division dedication to the youth they work with as one of the overwhelming strengths of the process.</p> <p>Challenges were identified as lack of transitional housing, employment, and follow-up substance abuse treatment opportunities for post-placement youth. Additional areas of the lack of mentoring relationships, language and cultural barriers, and out-of-county or state placements. Special Immigrant Juvenile Status does not appear to be understood by the District Attorney's Office.</p> <p>Logistical challenges affecting the safety of probation officers were also discussed</p>	<p>The CSA confirmed the PQCR findings that the Juvenile Probation Division is faced with complex difficulties in reintegrating youth back into the community as they make the transition to adulthood. The demographics of San Joaquin County with regard to housing and employment in general are bleak.</p> <p>Visitation with out-of-county or state youth to maintain strong bonds with family and community are also addressed in the CSA. The Juvenile Probation Division has already begun to act on this by beginning to develop a video conferencing system. Additionally, Lexus/Nexus™ has been implemented to assist in finding family connections.</p> <p>The addition of CWS/CMS to JP to assist in keeping up-to-date statistical data on their cases has already begun to be implemented.</p>
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Summary of Outcome Target Goals:

As a result of information gathered during the 2010 Peer Quality Case Review and the 2010 County Self Assessment, the following outcome measures and improvement goals were selected for inclusion in the 2011-2014 San Joaquin County System Improvement Plan:

Child Welfare Services

• C1.4 Reentry Following Reunification

For all children discharged from foster care to reunification from January 1, 2009 – December 31, 2009, 15.2% reentered foster care within 12 months of exiting. From the baseline period of July 1, 2001 – June 30, 2002, the percentage of children re-entering care in the year, following exiting increased from 9.9% to 15.2% in 2009. The current performance is above the national goal of 9.9% and the state average of 11.9%.

It was concluded that the high rate of reentry signaled systemic issues with child welfare and should be addressed directly. The improvement goals for this measure include:

Developing case-management techniques that consistently involve families, children, foster families, and other partners in reunification case planning and service delivery while maintaining regular contact with families.

One of the most important aspects of preventing reentry into foster care is creating teamwork between families, relatives, foster parents, service providers, and child welfare workers. The transition back home will be smoother if parent and foster parent have been working together to create continuity. Child Welfare Services will develop a number of systemic changes to address this:

- A “warm-handoff” of cases as they move from one area in CWS to another. Included will be: a newly designed case transfer form, already under construction, the new case carrying social worker and former case carrying social worker meeting to discuss the components of the case and, whenever possible, provide a face-to-face introduction of the children, parents, and foster parents to the current social worker
 - Provide a Team Decision-Making (TDM) meeting at critical points in the case (including, but not limited to, pre-detention, case plan development, case reviews, placement issues, etc.), ensuring parents, age-appropriate children, foster parents, community providers, and social workers are continually working toward commonly understood goals
 - Refer all cases that are in the reunification process to the Community-Based Organization TDM and case-management aftercare program
 - Develop a graduated system of reunification with parent, child, and foster parent involvement
 - Utilize Structured Decision-Making (SDM) and expand its use as a reunification tool
 - Concurrent Planning will focus greater emphasis on relative placements early in the placement process and the Concurrent Planning philosophy will be a training issue internally with social workers and externally with the court system. Joint Assessment Meetings (JAM’s) are utilized within the Concurrent Planning philosophy to bring participants together to explore the most viable placement options supporting the needs of the child and family and the case plan goal(s).
-
- S1.1 No Recurrence of Maltreatment

Of children who were victims of a substantiated maltreatment from October 1, 2009 to March 31, 2010, 92.7% did not have a subsequent substantiated referral within six months.

From the Baseline period of July 1, 2002 to December 31, 2002, the percentage of children with no recurrence of maltreatment has improved from 92.0% to 92.7%. Current performance is below the federal goal of 94.6% and the state average of 93.2%.

Family connection to community supports is key component of keeping children safe, with their families, and stable in their community. The improvement goals for this measure include:

- Additional training on the SDM tool and protocol development to ensure standard utilization of this tool to gauge risk

- Continued use of the Differential Response Program for identified families who may not meet the legal threshold for child abuse, yet may be at risk for maltreatment or future maltreatment
- Standardized use of internal TDM's at critical points in the case to assist in parent, age-appropriate child, foster parent, community partner, and social worker input during the life of a case; including pre-detention to assist in determining other options than removal of children
- Continue active development of the Disproportionality Project to develop methods of ensuring bias-free treatment of African-American and Hispanic children in San Joaquin County
- Concurrent Planning use of relative placements to assist in the bonding between child and parent and development of a stronger family support system

Juvenile Probation Division

Supporting Youth in Their Transition to Adulthood and Maintain Meaningful Connections

Improve the support and services provided to youth as they transition to adulthood while maintaining meaningful connections:

- Develop a tracking system/method to maintain contact with emancipated foster youth and to meet federal requirements of the National youth in Transition Database (NYTD)
- Provide emancipating youth connections to involved and supportive adults
- Ensure emancipated youth have all necessary information and documentation to provide a smooth transition from dependency to independence
- Improve relationships with CBO's to create and enhance services available to transitioning youth
- Use Lexis/Nexis™ to locate extended family members to provide support and possible life-long relationships with youth
- Develop video conferencing system for youth placed out-of-county or state to assist in bonding with family and community
- Develop methods to address the language and cultural needs of youth in care
- Develop strategies to increase understanding of cultural and linguistic issues and work with JP and contracted placement staff to utilize
- Develop a tool or training to educate the District Attorney's Office of the Special Immigrant Juvenile Status process
- Address safety needs for JP Officers
- Provide low-mileage automobile(s) for long-distance travel required to fulfill mandated visitation requirements
- Cell phone coverage in low-frequency cell phone areas

Local Planning Bodies:

Since San Joaquin County's initial System Improvement Plan in 2006, community, public and private agency partners have constituted the Child Welfare and Juvenile Probation Core Team. This has been accomplished primarily through the work done by the San Joaquin County Office of Education, the Children's Services Coordinating Commission (CSCC), the Differential Response Collaborative, the FOCUS Program, the Disproportionality Project, and multiple representations by CWS and JP personnel on Community-Based Organizations (CBO's), and

public agencies. Many of the same members have participated in development of previous CAPIT, CBCAP, and PSSF plans, allowing for smooth integration of the Three-Year Plan and County Self-Assessment in 2010-2011. Members of the entire team were first convened in August 2010 and various smaller group and individual meetings have been a continual process through the development of the CSA and SIP. A community survey was used to reach as many members of the community-at-large as possible; with a resounding 1,745 survey's returned to provide insight into the community's needs. (See pages 93-94 and 102 – 104 in the San Joaquin County Self-Assessment – 2010 for additional information.) A complete listing of the participants, the agency they represent and role in this process is in Appendix A.

Update:

San Joaquin County's performance in the two areas of CFSR Compliance targeted for improvement deteriorated slightly versus the figures posited in the System Improvement Plan of 07/01/11.

We are currently reviewing the 40 cases that reentered within 12 months after reunification over the 12 months ending March 31, 2012 to try to identify commonalities among those families reentering. We are looking at case plan objectives, services provided and services completed as well as comparing initial allegations with subsequent allegations causing reentry in an effort to try to identify service gaps, deficiencies, or other factors that may be negatively impacting our reentry rate.

With the advent of the 48-hour TDM's upon removal of a child or children, we hope to identify extended family strengths and supports earlier and more comprehensively in an effort to keep the child(ren) connected to their birth family while their parents complete their case plans. TDM's are completed on all cases prior to the family being referred to Voluntary Family Maintenance. Reunification TDM's are held on all cases where children are being returned to their parent(s). Lexis Nexis is used for family finding in 80% of cases where the child(ren) require out-of-home placement.

Differential Response case management referrals are up 15.5% over the corresponding quarterly period last year showing the willingness of social workers to refer to DR and our community partners' ability to handle these cases.

The Disproportionality Workgroup has continued to meet regularly and has made concerted efforts to do outreach in the community over this issue. Information fairs have been held at community centers and the County Human Services Agency. Volunteers have staffed booths at community events such as Juneteenth and Black Family Day.

San Joaquin County Probation has concentrated their efforts on enabling youth in making and keeping connections with family and supportive adults. Probation has also been trained and is active with regard to implementing AB 12 Extended foster Care among their wards turning 18 years of age.

San Joaquin County Child Welfare Services and Juvenile Probation Division Matrix

Outcome/Systemic Factor: C1.4: Reentry Following Reunification					
County's Current Performance: For all children discharged from foster care to reunification from January 1, 2009 – December 31, 2009, 15.2% reentered foster care within 12 months of exiting. From the baseline period of July 1, 2001 – June 30, 2002, the percentage of children reentering care in the year following exit increased from 9.9% to 15.2% in 2009. The current performance is above the national goal of 9.9% and the state average of 11.9%. San Joaquin County's goal is to reduce the percentage of children reentering care in the year following exit to the state average of 11.9%.					
Improvement Goal 1.0 Develop case-management techniques that consistently involve families, children, foster families, and other partners in case planning and service delivery while maintaining regular contact with families.					
Milestone	Strategy 1.1 Implement a "warm hand-off" system as cases move from one social worker to another. This system will entail a face-to-face staffing between sending and receiving social workers and client introductions where possible. In tandem with this process, a new form is being devised to transmit pertinent case factors as well as a "check-off" list of CWS/CMS mandatory data entry fields to insure more complete information is contained in the CWS/CMS system.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Ensure a smoother transition of case information and provide the parents, children, and foster parents with an easier transition to the new worker.	Assigned to CWS Division II Chief CWS Division II Chief CWS Division II Chief
	1.1.1 Develop protocol for "warm hand-off" of all cases.		Q4 2011 In progress. Draft protocol finished. To be presented to all staff in January of 2012.		
	1.1.2 Develop and conduct training of new protocol to 90% of all relevant social workers, supervisors, and administrative staff.		Q1 2012 In progress. Training for Division II to be completed by 1/16/12, Division III by 2/15/12.		
	1.1.3 Monitor and evaluate new protocol usage to determine 90% compliance and effectiveness.		Q3 2012 In progress. Work group to meet monthly to evaluate protocol. Social Work Supervisors to document occurrence of "warm handoffs" on monthly statistics.		

Strategy 1.2 Redesign and implement evidence-based Team Decision-Making (TDM) into critical points in a case.		Strategy Rationale The PQCR determined that CWS will benefit from conducting TDM meetings at critical points in a case as an effective means of resolving multiple systemic issues currently affecting children and families at-risk.			
Milestone	Timeframe	Assigned to			
		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
1.2.1 Develop an evidence-based method of providing TDMs with a documented plan for implementation.		Q4 2011 Completed and in progress. Committee met 1/11 thru 5/11 with email to all staff in May 2011 outlining implementation.			<ul style="list-style-type: none"> CWS Division Chiefs I, II, and III Special Projects Supervisor TDM Coordinators
1.2.2 Provide appropriate training to facilitators, social workers, supervisors, and legal system on evidence-based methodology and the importance of TDM practices; ensuring that 100% of facilitators are properly trained and that 90% of social workers, supervisors, and members of the legal system receive some form of education and/or training.		Q4 2011 Completed. UC Davis TDM training in November of 2010. Presentation to supervisors and managers in August of 2011. Presentation to Juvenile Court Judges and attorneys in August of 2011.			<ul style="list-style-type: none"> CWS Division Chiefs I, II, and III Special Projects Supervisor
1.2.3 Full implementation of TDMs in 90% of critical points from pre-detention through reunification.		Q1 2012 In progress. Piloting TDM's on renewals (48-hour TDM's) using 4 social workers who are permanently assigned to respond to Immediate Response referrals. Fully utilizing TDM process for reunification cases. Low utilization of TDM's at other critical points (placement change, etc.).			<ul style="list-style-type: none"> CWS Division Chiefs I, II, and III Special Projects Supervisor
1.2.4 Monitor and evaluate new protocol usage to determine 90% compliance and on-going effectiveness through self-assessment and client satisfaction surveys.		Q3 2012 In progress. 100% accomplishment of TDM's prior to VFM referral (not accepted to VFM without completed TDM). In excess of 90% utilization in reunification cases. Client satisfaction surveys not yet implemented.			<ul style="list-style-type: none"> CWS Division Chiefs I, II, and III Special Projects Supervisor TDM Coordinators

Strategy 1.3	Strategy Rationale			
Conduct a system of graduated visits between children and parents to identify concerns before reunification. Conduct a pre-reunification TDM and follow-up case management administered by a Community Based Organization (CBO) before and immediately following reunification.	<input type="checkbox"/>	CAPT	Providing families a graduated method of reunification, the social worker will have a better understanding of the family's needs at the time of reunification. This will then carry-over to the pre-reunification CBO conducted TDM and case management; eliminating potential problems that could result in reentry.	Assigned to
	<input type="checkbox"/>	CBCAP		
	<input checked="" type="checkbox"/>	PSSF		
	<input type="checkbox"/>	N/A		
1.3.1 Before full reunification occurs, families will begin a graduated method of visits, depending on family needs. A possible scenario would be: <ul style="list-style-type: none">• Unsupervised day visit at parents residence• Overnight visit• Week-end visit• Week-long visits• Stagger children if more than one child is reunifying At each point in reunification plan, the social worker, parents, children, and foster parents will discuss strengths and barriers and develop solution-focused responses to issues.	Q3 2011 In progress. All cases are staffed with SWS's who address the transition process of returning minors home. This process includes extended visitation, TDM's, assisting parents in understanding any medical needs of the child, encouraging parental involvement with the child's school, family therapy, wrap-around services (if indicated), and other services as necessary.			• Appropriate Division Chief • Assigned Social Worker • CBO contracted to conduct supervised visitation
	Goal would be for this to occur in 90% of reunifications.	Q4 2011 In progress. TDM referrals are being completed 30-60 days before projected reunification. The CBO providing "back-end" TDM's and post-reunification family services works with County SW and family to ensure smooth transition. In trying to confirm compliance with 90% goal through SafeMeasures, it was noted that staff is required to inform social workers of how to properly record TDM (as well as Wrap Services) efforts.		
1.3.2 Using the information gathered through graduated reunification process, as well as other case relevant information, social worker will fill out a TDM/Case Management packet six weeks before reunification .	Contracted CBO will work with assigned social worker to set-up a TDM pre-reunification. If reunification occurs with less time available, the social worker will request a "rush" TDM.			
Goal is for this to occur in 90% of reunification as confirmed through SafeMeasures™.				

	<p>1.3.3 Contracted CBO will provide up to three months of extensive, in-home case management to family upon reunification.</p> <p>Goal is to provide up to case management services in 90% of open Family Maintenance cases; client satisfaction surveys will provide constructive critique of program.</p>		<p>Q4 2011</p> <p>In progress. CBO is providing 3 months of case management but that time frame can be and is often extended on a case-by-case basis when indicated. Completed on all cases except where child has to be re-detained or occasions when parents refuse continuing voluntary services.</p>		<ul style="list-style-type: none"> • Contracted CBO • Assigned social worker
	<p>1.3.4 Provide education to legal community, foster parents and social workers on how process works.</p>		<p>Q3 2011</p> <p>Completed and in progress. CBO and agency TDM staff have meet with social workers and also provided attorney and judge training at "brown bag" lunch meeting. TDM's are covered during foster parent orientation training.</p>		<ul style="list-style-type: none"> • Division Chiefs • CWS legal counsel • Licensing unit • PRIDE training

Improvement Goal 2.0

Expand the use of a standardized approach to assessment, decision-making, and intervention

Strategy 2.1 Continue to monitor individual and unit compliance for Structured Decision-Making (SDM), a standardized risk-assessment tool, throughout all aspects of the case.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Standardized risk-assessment ensures appropriate safety assessments and consistent practice. Consistent use of SDM will reduce disproportionate numbers of African-American, Native American, and Latino/Latina populations within the CWS.	Assigned to	<ul style="list-style-type: none">• Division I, II, and III Chiefs• Unit Supervisors• Staff Analyst• Social Workers		
	<input type="checkbox"/>	CBCAP					
	<input type="checkbox"/>	PSSF					
	<input checked="" type="checkbox"/>	N/A					
Milestone	2.1.1 Continue to monitor individual and unit compliance for SDM to identify issues; including training issues. Ensure 90% or greater compliance	Quarterly and on-going In progress. Monthly SDM compliance (via SafeMeasures) reviewed by Div. Chief and supervisors. Progress is monitored and discussed in weekly supervision.		Assigned to	<ul style="list-style-type: none">• Division I, II, and III Chiefs• Unit Supervisors• Social Workers• Training Coordinator/Staff Analyst		
	2.1.2 Educate staff on the use of SafeMeasures™ to assist with identifying case specific issues and providing remedy prior to performance issues.	Q2 2011 and on-going In progress. Div. I staff were trained on 3/1/2011. Supervisors continue to raise staff awareness of the SafeMeasures tool in unit meetings. Div II supervisors completed SafeMeasures training.					
	2.1.3 Review and discuss CWS overall implementation and performance at monthly Management Meetings; include impact on Disproportionality issues.	Q2 2011 and on-going In progress. Discussion and feedback occurs during monthly Management meetings with administrative and supervisory staff as well in Disproportionality meetings.				<ul style="list-style-type: none">• Deputy Director/Interim Deputy Director• Division I, II, and III Chiefs• Unit Supervisors• Staff Analyst	
	Strategy 2.2 Continue to expand on the Disproportionality Project	<input type="checkbox"/>	CAPIT				Strategy Rationale: By continually expanding the Extended Work Group and Advisory Council to include greater participation from community members, government agencies, schools, and community-based organizations the impact of institutional disproportionality will decrease.
		<input type="checkbox"/>	CBCAP				
	<input type="checkbox"/>	PSSF					
	<input checked="" type="checkbox"/>	N/A					
Milestone	2.2.1 Continue to hold regularly scheduled meetings with a focus on forward motion and progress.	On-going Q2 2011 and on-going In progress. Disproportionality Committee meetings are held monthly at the agency.		Assigned to	<ul style="list-style-type: none">• Deputy Director• Division I, II, and III Chiefs• CWS Supervisors• CWS Social Workers• Disproportionality Advisory Council		
	2.2.2 Develop mechanisms for updating and keeping all relevant data/progress made by the Disproportionality Team.	Q4 2011 and on-going In progress. "Dashboard" emails quarterly.					

Improvement Goal 3.0					
Systematically develop and promote concurrent planning practices and increase the capacity for best and evidence-based practices available to families					
Strategy 3.1		Strategy Rationale			
Increase the availability of relative and Non-Related Extended Family Members (NREFM) placements and place children in approved homes as soon as possible.		<input type="checkbox"/> CAPIT	Research indicates that families reunify quicker, reenter CWS less often, and children have less long-term transitional issues when placed in relatives or NREFM homes.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input type="checkbox"/> N/A			
Milestone	3.1.1 Enhance relative searches by the standard use of Lexis/Nexis™ to identify as wide a range of relatives as possible for placements.	Timeframe		Assigned to	
	3.1.2 Incorporate TDMs at critical points in the case, including pre-detention and prior to any placement changes.	Q2 2011 and on-going In-progress. Concurrent planning staff are utilizing Lexis Nexis to conduct Family Finding in approximately 80% of cases.		• Division III Chief • Concurrent Planning Unit Supervisor	
	3.1.3 Develop a parent advocate/mentor to participate in TDM's.	Q4 2011 and on-going In-progress. 48-hour TDM's are being done on all cases investigated by Permanent IR staff and prior to any cases going to VFM.		• Division I, II, and III Chiefs • Special Projects Supervisor • TDM Coordinators	
Strategy 3.2	Increase the availability and utilization of evidence-based techniques in identifying relative, foster parent and adoptive family recruitment.	<input type="checkbox"/> CAPIT	Strategy Rationale Increasing relative and county foster/adoptive parent homes will establish greater options in matching children's needs with viable providers		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input type="checkbox"/> N/A			
Milestone	3.2.1 Explore other county's methods for providing these services and develop programs that match with San Joaquin County's needs.	Timeframe		Assigned to	
		Q1 2012 and on-going In-progress. Our Licensing unit is utilizing public service announcements on TV as well as local multi-media advertising to raise awareness regarding the need for foster and adoptive parents.		• Division III Chief • Licensing Unit Supervisor • Recruitment Coordinator	

Strategy 3.3 Increase the availability and utilization of evidence-based practices; specifically through parenting curriculums and reliable research-based practices.		Strategy Rationale A key purpose of best and evidence-based practice is to ensure that children are consistently protected from harm while removing as much subjective bias as possible from the decision-making process; this should ensure stronger familial ties with parents, caretakers, and children as well as have a positive impact on disproportionality.	
Milestone	Timeframe	<input type="checkbox"/> CAPIT	Assigned to
		<input type="checkbox"/> CBCAP	
		<input type="checkbox"/> PSSF	
		<input checked="" type="checkbox"/> N/A	
3.3.1 Develop a Parenting Program Request for Proposals and provide contract for Parenting Program that best meets the needs of San Joaquin County parents and issues, as outlined in the County Self-Assessment.		Q3 2011 Completed, Request for Proposal was completed and contract awarded to prior to July 1, 2011.	<ul style="list-style-type: none"> Deputy Director/Interim Deputy Director Division III Chief Special Projects Supervisor Human Services Agency Contracts Manager
	3.3.2 Provide Parenting Classes for all parents involved in CWS and the DR Program who would benefit from it; either as part of case plan or court ordered.	Q3 2011 and on-going In progress. Parenting classes are made an integral part of the case plan in all instances where parenting skills have been deemed sub-standard.	<ul style="list-style-type: none"> Division I, II, and III Chiefs Unit Supervisors Social Workers Special Projects Supervisor
	3.3.3 Develop a monitor process to ensure progress for 75% of parents in Parenting Classes; through role-plays, pre- and post-tests, and surveys.	Q4 2011 and on-going In progress. The specifications of the RFP direct the parenting program provider to require participants to demonstrate "hands-on" skills prior to graduation.	<ul style="list-style-type: none"> Social Workers Special Projects Supervisor Human Services Agency Contracts Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals: Finding mutually available time for transferring and receiving SW's to sit down together to accomplish the warm handoff. Additional staffing needed to fully implement TDM's at ALL critical case milestones. Currently we are struggling to have enough TDM facilitators and case-carrying SW availability to do the 48-hour TDM's and Reunification TDM's. Although we are hiring and utilizing our matching monies to the fullest, we do not anticipate being able to increase TDM staff from current levels. We have expanded our TDM from 1 full-time to 3 full-time positions over the past 18 months. We also maintain one other non-mandated program, Voluntary Family Maintenance, which is housed in the same unit as our TDM staff and works closely with them. Our current hiring is directed primarily at Court and Family Social Work (reunification and maintenance). Our Concurrent Planning unit is fully staffed and employs Lexis/Nexis for family finding efforts aimed at increasing the availability of Relative and NREFM placements. Our county, like many of our Central Valley counterparts, continues to experience a high FFA placement rate and low relative placement rate despite additional resources being employed to reverse that trend.

Describe educational/training needs (including technical assistance) to achieve the improvement goals: Managers, supervisors and staff have been trained and are utilizing SDM tools.

Identify roles of the other partners in achieving the improvement goals: The Disproportionality Workgroup is comprised of both agency and community members. Our community partners have been instrumental in helping increase public awareness of the problems surrounding disproportionality. Our Parenting Program CBO is utilizing a current parenting curriculum that emphasizes "hands-on" demonstration of sound parenting principles.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals: N/A

Outcome/Systemic Factor:**S1.1: No Recurrence of Maltreatment****County's Current Performance:**

For San Joaquin County from October 1, 2009 – March 31, 2010, the rate of recurrence of maltreatment (children who were victims of substantiated maltreatment allegations that were not victims of another substantiated maltreatment allegation within the next six months) was 92.7%. From the baseline period of July 1, 2001 – June 30, 2002, the rate was 92.0%. The current performance is 1.9% below the national goal of 94.6%.

San Joaquin County's improvement target is to increase the rate of no recurrence of maltreatment to the federal goal of 94.6%.

Improvement Goal 1.0

Increase the usage and quality of Differential Response programs and improve the use of a standardized approach to assessment, intervention, and placement decision-making processes.

Milestone	Strategy 1.1 Continue to improve on Differential Response Program (DR) by expanding the number of referrals and encouraging contracted CBO's to increase their client engagement rates through employee training and professional development.	<input type="checkbox"/>	CAPT	Strategy Rationale	
		<input type="checkbox"/>	CBCAP	Partnership with community agencies through Differential Response Programming allows CWS to screen vulnerable families and link them to supports and services they need, even though CWS case is not open. Providing early intervention and support reduces recurrence of maltreatment	Assigned to
		<input checked="" type="checkbox"/>	PSSF		
		<input type="checkbox"/>	N/A		
1.1.1 Continue to partner with Community-Based Organizations (CBO's) to ensure appropriate DR referrals and supports.	Timeframe	On-going Q2 2011 and on-going In progress. DR contracts were renewed in July 2011 and the agency continues to generate a high level of referrals to the CBOs. I I&A supervisor is attached to each CBO as a liaison.		• Division I Chief • Special Projects Supervisor • Human Services Agency Contract Manager	
1.1.2 In partnership with existing CBO's offering DR services, continue to improve and expand the program.		On-going Q2 2011 and on-going In progress. There is continued focus on referrals along with Disproportionality Committee work on engagement strategies.		• Division I Chief • Special Projects Supervisor • Human Services Agency Contract Manager	

	1.1.3 Continue to integrate proper utilization of SDM assessment tool from the Cover Center through Intake & Assessment units to ensure appropriate DR Path 1 and Path 2 referrals.		On-going Q2 2011 and on-going In progress. SDM hotline tool completed over 96% of all referrals with less than 1% being over-ridden down to "eval out" as confirmed by October 2010-October 2011 SafeMeasures data.		<ul style="list-style-type: none"> • Division I Chief • Special Projects Supervisor • Intake & Assessment Unit Supervisors • Social Workers
Milestone	Strategy 1.2 Continue to increase awareness of and referral frequency to DR.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Strengthening partnerships with and increasing referrals to community agencies through Differential Response increases the supports and services that can be provided to vulnerable families when the situation does not rise to a level warranting child welfare services intervention.		
	1.2.1 Continue to increase staff awareness and utilization of Differential Response. 1.2.2 In partnership with contracted community-based organizations, continue monthly review of utilization and outcome of Differential Response referrals.	Timeframe	On-going Q2 2011 and on-going In progress. CBO's were invited to the I&A/VFM monthly meeting of October 4, 2011. Direct case management referrals for Jul-Oct 2011 are up 15.5% over the corresponding quarterly period last year. Q4 2011 and on-going In progress. Feedback forms are completed by CBOs at close of referral and sent to HSA for review. Client satisfaction survey has been developed and is being piloted by two CBO's.	Assigned to	<ul style="list-style-type: none"> • Deputy Director/Interim Deputy Director • Division I, II, and III Chiefs • CWS Supervisors • CWS Social Workers • Division I Chief • Special Projects Supervisor • Human Services Agency Contract Manager

Describe any additional systemic factors needing to be addressed that support the improvement plan goals: N/A

Describe educational/training needs (including technical assistance) to achieve the improvement goals: Staff is trained and exhibiting increasingly higher rates of referral to our DR partners.

Identify roles of the other partners in achieving the improvement goals: The CBO's providing DR services continue to demonstrate increasing expertise in delivering quality services to this clientele.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals: N/A

Juvenile Probation - Outcome/Systemic Factor: Supporting Youth In Their Transition To Adulthood and Assisting in the Establishment of Meaningful Connections for Youth.				
County's Current Performance: Through the Peer Quality Case Review Process, the Probation Department identified several challenges affecting the service delivery to the youth in out of home placement.				
Improvement Goal: To improve the support and services provided to youth transitioning to adulthood from foster care.				
Milestone	Strategy 1.1 Develop a tracking system/method to maintain contact with emancipated foster youth and to meet federal requirements of the National Youth in Transition Database (NYTD).	<input type="checkbox"/>	CAPIT	Strategy Rationale: Maintaining contact with emancipated foster youth will provide follow up opportunities to assist them with needed services and support as they move towards self-sufficiency. Research demonstrate that youth that age out of foster care are more likely to become homeless and benefit from additional support after emancipation to ensure life success.
		<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF		
	<input checked="" type="checkbox"/>	N/A		
	1.1.1 Implement an incentive program to engage youth in maintaining contact to ensure the collection of data through age 21.	Q3 2012 In progress. Emancipating youth are given contact information for the County ILP Coordinators and encouraged to keep in contact for various forms of assistance. Youth are also encouraged to keep in contact with their former Probation Officer. Youth are provided with a \$10 gift card from the County in addition to State incentives for participating in NYTD surveys.		

Strategy 1.2		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Connecting youth with a supportive adult will help reduce the isolation/separation often experienced upon emancipation from the foster care system. Emancipated youth are often unsuccessful in their first attempt at independence. Providing ongoing mentoring and support after leaving foster care can reduce homelessness-continuing criminality and provide youth with practical guidance to achieving self-sufficiency.		
Milestone	1.2.1 Identify potential lifelong connections for youth at the 90-day transitional emancipation conference, SMART committee, parent meeting, and regular placement visits		Timeframe	Ongoing In progress. Probation Officer discusses possible connections with the youth, parents, and other relevant individuals. Q3 2011 In progress. Probation runs Lexis/Nexis to help youth identify possible life-long connections.	Assigned to <ul style="list-style-type: none">• ILP Coordinator• Placement Program• Probation Officer• Parents• ILP Coordinator• Placement Program• Probation Officer• Parents
	1.2.2 Create a process for parent/relative search for family and/or mentor supports. Utilize Lexus/Nexus for family finding functions. Explore ILP services to assist the youth to identify supportive adults.				
Strategy 1.3		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Connecting youth with the aforementioned documentation will ensure an easier transition out of foster care. Documentation will be needed by the youth to continue in his/her education or obtaining employment. Providing this information at the onset of their independence will reduce the difficulties that are encountered.		
Milestone	1.3.1 Develop and implement a checklist of the legal documentation to supply to all emancipating youth.		Timeframe	Q3 2011 Completed. The Probation Dept. has compiled a list of all documents needed for emancipating youth. Q3 2011 In progress. Probation Officers are being trained in the process of obtaining all necessary documents required for emancipating youth. Q2 2012 In progress. The Probation Dept. is researching training in this area. Will use experienced internal personnel if necessary.	Assigned to <ul style="list-style-type: none">• ILP Coordinator• Probation Officer• Probation Clerical Support• ILP Coordinator• Probation Officer• Probation Clerical Support• Caregivers• Probation Officer• Caregivers
	1.3.2 Develop and implement training for probation officers and care givers on how to obtain the needed information.				
	1.3.3 Develop and implement training to for probation officers to assist youth with obtaining legal immigration status when needed				

Describe any additional systemic factors needing to be addressed that support the improvement plan goals: The Probation Department is on track for meeting all of our improvement plan goals. At this time there are no additional systemic factors that need to be addressed. Since the implementation of CWS/CMS for Probation, the department has data collection in three different systems. This requires duplication of data entry. The learning curve has been difficult and there will be a refresher course on March 8, 2012. The Probation department has been entering data into CWS/CMS since October of 2010.

Describe educational/training needs (including technical assistance) to achieve the improvement goals: All juvenile probation officers and unit supervisors received additional enhanced training in our family finding tool, Lexis/Nexis on February 15, 2012.

Identify roles of the other partners in achieving the improvement goals: The Probation Department is a member of the Disproportionality Work Group and participates in community outreach efforts. Probation has established productive working relationships with community transitional living programs, the County Independent Living Program, Work-Net, and the vendor for the County Wrap-around services program, Victor Community Services.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals: N/A

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Child Welfare Services will remain current on the development of policy and protocols, and issuances via the relevant child welfare handbook sections, to officially recognize, acknowledge, and endorse best and evidence-based practices. San Joaquin County Human Services Agency – Child Welfare Services will ensure that all staff and providers are clearly and consistently trained on policy and practice improvements and that an accountability system is in place to monitor consistent, agency-wide implementation. Areas to be considered include racial/cultural disproportionality, high rate of re-entry, use of quality assurance tools, such as Structured Decision-Making and SafeMeasures™.

Innovative ideas on how to provide quality services to families on limited resources, shrinking budgets, and ensuring that dedicated social workers can continue to function at the highest professional standards.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Technical assistance related to standardized assessment tools (SDM, SafeMeasures™, and Lexus/Nexus™) and processes. Facilitation training for Team Decision-Making and training for social workers, supervisors, administrative staff, and the legal community on the importance of supporting this best practice is imperative to the success of it. Staff and provider training on disproportionality, family engagement, court report and case plan documentation and writing, standardized assessments, and mental health and substance abuse issues.

Identify roles of the other partners in achieving the improvement goals.

Continuing to collaborate with community members, agencies, other governmental entities, etc. is imperative to the success of at-risk families. This is seen through the use of the:

- CAPIT, CBCAP, and Children's Trust Funded Programs
- Probation Department
- Pre-reunification TDM/Case Management Program
- Family and Criminal Court Systems
- County Behavioral Health
- Food Pantries
- Eligibility
- Father's and Families
- Foster Family Agencies
- Differential Response Program (Child Abuse Prevention Council, Community Partnership for Families, El Concilio, and the Women's Center)
- Office of Education
- Children's Services Coordinating Commission
- District Attorneys Office
- County Hospital
- CalWorks
- Early Childhood Programs/Day Care
- Faith-Based Community
- Children's Home of Stockton
- Law Enforcement Agencies
- First 5 of San Joaquin County
- Homeless Shelters
- MediCal
- HeadStart
- CAPIT and CBCAP Programs

The list above names just a few of the partners needed to move forward in providing best practices to the at-risk families in San Joaquin County. (The author's apologies for so many collaborative agency's and community members who were not mentioned.)

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

- Advocacy to resolve MediCal issues for children and youth residing out-of-county or out-of-state
- Delivery of mental health service for children and youth residing out-of-county, and to the extent possible, out-of-state

Child Welfare Outcome Improvement Project (CWSOIP) Narrative:

Child Welfare Services Outcome Improvement Project funds are intended to support county efforts to improve safety, permanency, and well-being for children and families by providing counties with additional resources for activities such as implementing new procedures, providing special training to staff or caregivers, purchasing services to address unmet needs, conducting focused/targeted recruitment of caregivers, or improving coordination between public and/or private agencies or any other activity that addresses an AB 636 outcome identified by the county as an area needing improvement. All federal Title IV-E rules when claiming federally allowable activities associated with CWSOIP are adhered to.

As required by County Fiscal Letter (CFL) 08/09-31, San Joaquin County Child Welfare Services adheres to how the county uses CWSOIP funds to support CWS outcome improvement strategies. Strategies for the 2010-2011 Fiscal Year (FY) will be discussed below:

At this time, the two community-based organizational programs: Differential Response and the FOCUS Programs that receive funding through CWSOIP will continue through the 2011 – 2014 Fiscal Years. The use of CWSOIP funding allows for supplemental funding to the Promoting Safe and Stable Families (PSSF) funds that also fund these prevention-based programs and allow for the provision of in-home family support, and have provided excellent services to the community.

The Differential Response (DR) Program, in its current structure, is entering its sixth year of service to at-risk families in San Joaquin County. It has expanded on a yearly basis, due to the commitment of the CBO's that provide services to identified families and the CWS Division I - Intake & Assessment Units who are responsible for identifying and assigning appropriate referrals.

The FOCUS Program, provided by a contract with Family & Youth Services Agency, is funded by PSSF with additional funding through CWSOIP. The FOCUS Program provides pre- and post- Team Decision-Making (TDM) services to families that are identified as being close to reunification. In addition, they provide three months of intensive, in-home, case management services to assist the family with the complex issues of actual reunification. These areas of assistance are identified in the Team Decision-Making meeting and as goals are met, additional goals may be added to the client's case plan. The FOCUS Program case manager remains in continual contact with the case-carrying social worker until services are completed or discontinued.

This program found strong support by the PQCR review team. It was recommended that policy be put in place to ensure all families are referred to this program for services. Currently, though included in the initial case plan as a recommendation at time of reunification, there is inconsistency among social workers in referrals. As of the writing of this report, there has been an increase in requests and specific goals for referrals to this program are addressed earlier in this report in the Matrix.

In addition to the above program, the San Joaquin County Community Data Co-Op receives CWSOIP funding to ensure that the data system that provides quality assurance to the

Differential Response Program is up-to-date, streamlined to provide for greater data access, and provides educational training for the users.

Additional details of these programs appear in pages 79 – 82 of the San Joaquin County Self-Assessment – 2010.

Programs within CWS that receive funding through PSSF are time-limited family reunification and adoption promotion and support. This funding provides CWS reunification units with the ability to focus on extensive in-depth needs for more personalized, intensive services and case management for parents to succeed with their case plans. In addition to more personalized case management by Child Welfare Services social workers, funding is focused on direct services, such as: counseling (individual, family, and group); support groups; substance abuse treatment services (inpatient, residential, and outpatient); mental health services; special needs services for children and parents; and domestic violence counseling.

Pre- and post- adoption services expedite the adoption process and support adoptive families. This includes recruitment, licensing and identification of prospective adoptive parents, assuring a foster care permanency option, preparing older adolescents for independent living, preparing an adoptive assessment of a child and assessing for increases/decreases in post-adopt AAP funding for identified special needs of adoptees where appropriate.

These areas are possible sources to receive CWSOIP funds.

Table 1

**Programs slated to possibly receive CWSOIP funding
(Some programs may also be supplemented with PSSF funding)**

Title of Program	Agencies Involved
Differential Response Program (Family Preservation Services)	<ul style="list-style-type: none"> • RFP currently being written; effective July 1, 2011 • SJC Community Data Co-Op (CWSOIP) • Harder & Co. (Disproportionality) (CWSOIP)
FOCUS Program (Time-Limited Reunification Services)	RFP currently being written; effective July 1, 2011
Supervised Visitation Program (Time-Limited Reunification Services)	Child Welfare Services/CBO RFP currently being written; effective July 1, 2011
Team Decision Making Meetings (Family Preservation Services)	Child Welfare Services
Adoption Promotion and Support	Child Welfare Services

At this time, it is unknown if the Juvenile Probation Division will be using CWSOIP funding.

Part II: CAPIT/CBCAP/PSSF

CAPIT/CBCAP/PSSF CONTRACT AND SIGNATURE SHEET	
Period of Plan:	February 26, 2011 – February 25, 2014
Date Submitted:	
Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/Children's Trust Fund Programs	
Submitted by:	San Joaquin County Office of Education
Name & title:	Mick Founts, Superintendent of Schools
Signature:	
Address:	SJC Office of Education, P.O. Box 213030, Stockton, CA 95213-9030
Fax:	
Phone & E-mail:	209-468-4800; mfounts@sjcoe.net
Board of Supervisor Designated Public Agency to Administer PSSF Programs	
Submitted by:	San Joaquin County Human Service Agency
Name & title:	Joseph Chelli, Director Human Services Agency
Signature:	
Address:	P.O. Box 201056, Stockton, CA. 95201-3006
Fax:	209-932-2605
Phone & E-mail:	209-468-1452; jchelli@sjgov.org
San Joaquin County Probation Department	
Name & title:	Patricia Mazzilli, Chief Probation Officer
Signature:	
Address:	575 W. Mathews Road, French Camp, CA 95231
Fax:	209-468-4040
Phone & E-mail:	209-468-4068; pmazzilli@sjgov.org

Children's Services Coordinating Commission (designated as Child Abuse Prevention Council) Representative	
Name & title:	Pat Hill, Chair
Signature:	
Address:	SJC Office of Education, P.O. Box 213030, Stockton, CA. 95213-9030
Fax:	209-468-4931
Phone & E-mail:	209-468-5979; calong@sjcoe.net
Parent Consumer Representative	
Name & title:	Kathy Morrissey, Parent Consumer
Signature:	
Address:	SJC Office of Education, P.O. Box 213030, Stockton, CA. 95213-9030
Fax:	209-468-4931
Phone & E-mail:	209-468-5979; calong@sjcoe.net
PSSF Collaborative Representative	
Signature:	Not Applicable (County does not have PSSF Collaborative)
PSSF Liaison	
Name & title:	Melissa Gust, Contracts Supervisor
Address:	P.O. Box 201056, Stockton, CA 95201-3006, Stockton, CA 95201-3006
Fax:	209-932-2605
Phone & E-mail:	209-468-1452; mgust@sjgov.org
CAPIT Liaison	
Name & title:	Cathy Long, Project Liaison
Address:	SJC Office of Education, P.O. Box 213030, Stockton, CA. 95213-9030
Phone/FAX	209-468-5979/209-468-4931
E-mail:	calong@sjcoe.net

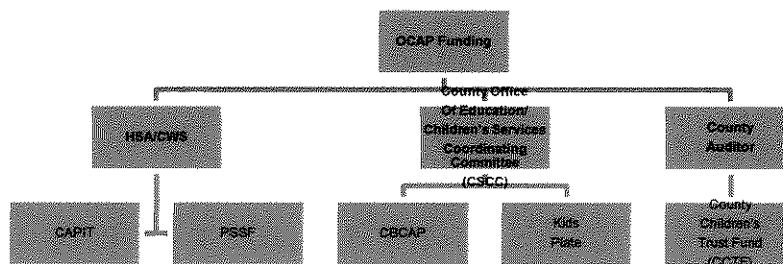
CBCAP Liaison	
Name & title:	Cathy Long, Project Liaison
Address:	SJC Office of Education, P.O. Box 213030, Stockton, CA. 95213-9030
Phone/FAX	209-468-5979/209-468-4931
E-mail:	calong@sjcoe.net
San Joaquin County Board of Supervisors	
BOS Approval Date:	
Name:	Frank L. Ruhstaller, Chairman, Board of Supervisors
Signature:	

CAPIT/CBCAP/PSSF PLAN

Structure and Role of the Children's Services Coordinating Commission

Figure 1 illustrates and clarifies how the funding flows from the Office of Child Abuse Prevention to San Joaquin County. As a point of clarification, in San Joaquin County the Children's Services Coordinating Commission is the Child Abuse Prevention Council and the County Children's Trust Fund Commission. It is an independent entity within county government and the public agency to administer CAPIT/CBCAP/CCTF dollars. In addition, we have a provider called the Child Abuse Prevention Council which is a community-based organization (CBO) with a mission and philosophy of its own and actively competes for funding with other CBO's.

Figure 1



The Office of Child Abuse Prevention sends CAPIT and PSSF funding directly to the SJC Human Service Agency. The Human Service Agency has a Memorandum of Understanding (MOU) that is approved by the SJC Board of Supervisors on a yearly basis, to have the SJC Office of Education (COE) oversee the contractual services of the CAPIT funding. In SJC, the entity serving in the capacity of the Child Abuse Prevention Council, as required in the W & I Code, is the San Joaquin County Children's Services Commission (CSCC). Membership on the CSCC comes from public agencies, community-based social service agencies, and district representative groups. By conducting public meetings, holding public informational and focus groups, the CSCC is driven by community-needs and represents a true multidisciplinary collaborative. The SJC Office of Education, in support of the CSCC, serves as the administrator for CAPIT and CBCAP. The CSCC serves as the Advisory Committee for PSSF, which is administered by the SJC Human Service Agency.

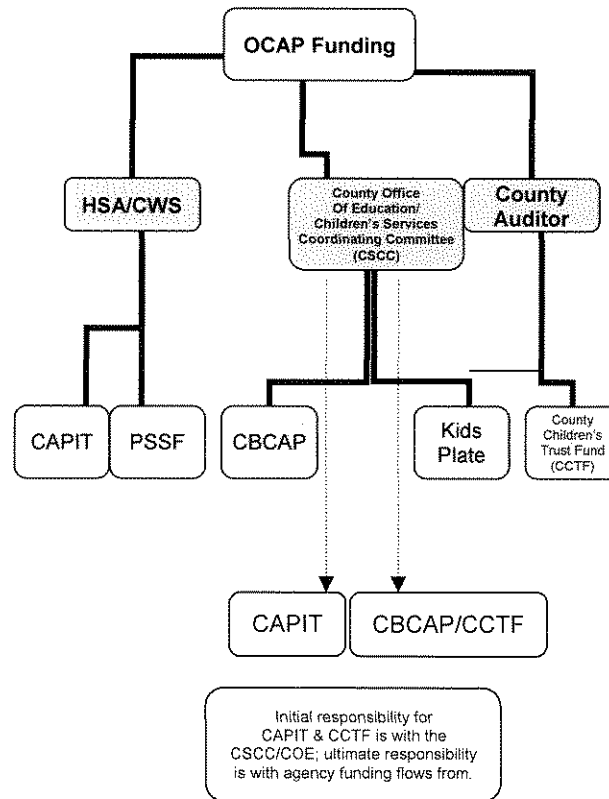
The county's usage of the leveraging of the OCAP funds through community based organizations is widespread. CBCAP/PSSF/CAPIT funds enhance State and local public funds and services without using additional federal funds.

Proposed dollar amount from CAPIT, CBCAP, PSSF, Family support, CCTF, Kid's Plate or other funds utilized to support the local CAPC (in San Joaquin, the CSCC):

Fund	Dollar Amount
CAPIT	
CBCAP	
PSSF Family Support	
CCTF	\$32,000
Kids Plate	
Other	\$25,000

In addition, COE and CSCC oversee the Kid's Plate and County Children's Trust Funds for San Joaquin County. The OCAP sends the CCTF directly to the County Auditor which forwards to the COE/CSCC for administration. CSCC maintains and provides an accounting of the use of these funds to the County Auditor's Office. Quarterly reports are published at the CSCC meetings which are advertised according to the Brown Act. The county has used this method of collaboration for many years and has found it extremely effective. The Human Service Agency, County Office of Education, and Children's Services Coordinating Commission has a strong collaboration and have worked together to ensure the needs of at-risk families within the county are addressed. The ultimate responsibility for monitoring the OCAP funded programs is illustrated in Figure 2:

Figure 2
Ultimate Responsibility of Monitoring
OCAP Funded Programs



The CSCC makes all decisions as to the type of services to be offered to the county from funding sources under their management. These services are based on needs addressed in the Three-Year Plan. The COE contracts with community-based social service agencies within the county for service provision.

The COE also oversees monthly billing statements to ensure they are accurate. The CSCC has a monitoring committee that provides the intensive monitoring of programs. Monthly reports from the CBO's are submitted to the CSCC and the CSCC with the COE provides yearly on-site visits to do a through analysis of program files and fiscal review. Members of the CSCC compile a Monitoring Team which assists the COE in the yearly on-site visits of providers. The supervision and oversight ensures that all federal mandates are met.

The HSA Contracts Management Division provides monitoring of the CAPIT funded programs. This is achieved with yearly on-site monitoring visits, as well as monthly analysis of billing statements that require correction and monthly reports submitted to HSA and the CSCC.

Agencies are provided with a corrective action plan if there are any areas requiring it and a timeframe to institute the corrective plan. This is further verified by either the CSCC monitoring committee or the HSA Contracts Management Division.

Plan to Evaluate CBCAP Outcomes:

San Joaquin County is committed to continuous quality improvement, ongoing evaluation and remaining current with the CBCAP Outcomes reporting requirements. In an effort to strengthen the current efforts being done with regard to short, intermediate and long term outcomes, the county has built in their RFP requirements that the provider will develop a “task force” consisting of the collaborative efforts of their CBCAP provider(s), prevention partners, etc. to further strengthen the development of short, intermediate and long term outcomes for the CBCAP funded programs. Analysis of data is the key in determining the performance of the county as it pertains to the outcome measures. The COE with CSCC participation will monitor and review the unmet need to assess whether or not the CBCAP dollars are being used effectively..

CBCAP Peer Review:

At this time, the San Joaquin Children’s Services Coordinating Commission does not employ a peer review process.

Service Array:

San Joaquin County, in collaboration with public health, mental health, department of education and their prevention partners collaboratively work together to strengthen families and bridge the gap for families and children that are at risk of abuse. The multiplicity of services offered through out the community span the entire continuum of care from prevention, early intervention, protection and permanency.

CAPIT/CBCAP Funding Programs funded February 26, 2011-June 30, 2011

The CAPIT/CBCAP funded programs overseen by the Office of Education and administered through the Children’s Services Coordinating Commission (CSCC) for the current funding cycle. The program offered through Family and Youth Services is a prevention and treatment program offering a family crisis line and the program offered through the Women’s Center of San Joaquin provides Family Violence Prevention Program-Parenting programs and services. Currently both programs are serving a wide range of clients throughout the county and as the annual reports, submitted to OCAP reflect, are well managed.

Currently funding is divided between CAPIT and CBCAP in order to provide complete funding of each program. The total amounts received for CAPIT and CBCAP alone would not provide the total amount of funding required for each program. This is explained in detail in the San Joaquin County Self-Assessment pages 77-78.

Beginning July 1, 2011 to February 25, 2014, CBCAP as well as leveraged funds from Kid's Plate will fund a Parenting Education and Resources for Children and Adults At-Risk of Abuse or Neglect program offering parenting and life skills classes utilizing evidence-based practice, as well as provide other resources for families to equip them with the knowledge and skills they need prior to it becoming necessary for Child Welfare Services to intervene.

A special focus of this service will be on the prevention of child abuse and neglect. Children and adults will be provided with education regarding the prevention of abuse and a goal of reducing the exposure of children to abuse and neglect within the family.

Curriculum for this program shall include the following components:

- Handling stress and anger
- Building self-esteem, including, but not limited to, parents' building a positive parental identity and building the self-esteem of their children
- The growth and development of children, including, but not limited to, safety, nutrition, and health issues
- Developing and increasing communication skills aimed at assisting parents to listen and speak to their children
- Learning to use positive disciplinary mechanisms as alternatives to physical or emotional punishment including, but not limited to, what constitutes abuse and neglect
- Respect for, and sensitivity to, cultural differences in child rearing practices for all child/family related matters

Priority for enrollment shall be given to non-system (families not involved in Child Welfare Services) families as follows:

- Adolescent or young parents
- Parents with young children 0 – 8 years-of-age
- Kin care providers
- Single parents with specific outreach to single fathers
- Homeless families
- Parents of children with learning issues and/or disabilities

Funding from CAPIT will be used to provide services for two other programs: An Immediate Short-Term Respite and Child Care Program. Currently this program is being offered through Children's Trust Fund (see Figure 34; page 90 in the San Joaquin County Self-Assessment). The other program is a Family Intervention Services program that is closely modeled after the Child Welfare Services Differential Response Program (see pages 79 – 81 in the San Joaquin County Self-Assessment).

The purpose of this award would be to provide access to immediate, short-term quality respite and/or childcare to families experiencing high levels of stress and that are in need of life-enhancing services. These services may include, but are not limited to, respite care/child care services being available while parents attend substance abuse treatment, violence counseling,

mental health counseling, parent education, extended medical care, court appearances, Child Welfare Services Team Decision-Making meetings, etc.

The goals of the program shall be as follows:

- Increased access to and capacity for immediate short-term quality childcare for children who are receiving child protective services or are at-risk of abuse, neglect, or exploitation
- Reduce the number of children exposed to violence and aggression
- Reduce the number of foster care placements within San Joaquin County
- Increase the number of children reunified with their families in a timely manner
- Increase resources and the number of referrals for families in need of life-enhancing services

The required components of the program are:

- Offer immediate, short-term quality childcare in a licensed facility (per California Code of Regulations, Title 22, Section 1011.56) to families referred for life-enhancing services such as, but not limited to, substance abuse treatment, violence counseling, mental health counseling, parent education, extended medical care, court appearances, Child Welfare Services Team Decision-Making meetings, etc.
- Establish networks of communication with appropriate community agencies, as well as Child Welfare Services, to ensure services are known and made available to the intended population
- Identify the needs of the child for health and/or social services and offer resources and make referrals as necessary
- Offer enrolled families resources and make referrals to other services as appropriate to their unique circumstances

The target populations of children are:

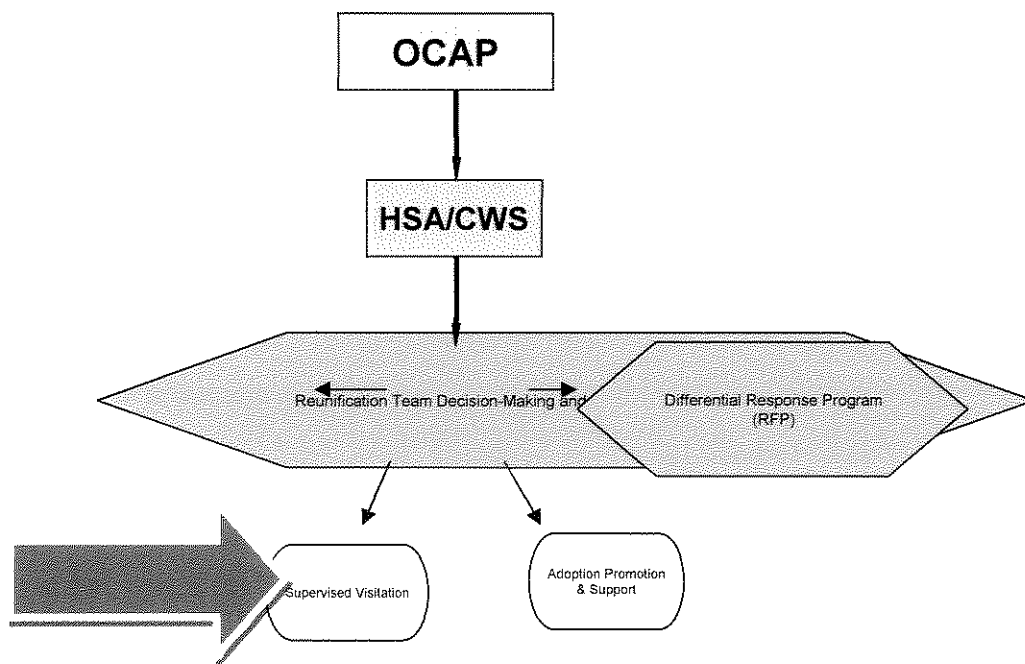
- Children ages 0 – 12 who are at high-risk, including those being served by Child Welfare Services for abuse and neglect
- Children ages 0 – 12 who are referred for services by legal, medical, or social service agencies
- Age groups will be broken-out by 0 – 5 years-of-age and 6 – 12 years-of-age, except where it makes greater sense to divide the children differently

The Family Intervention Services program, as stated before, will mirror the Differential Response program offered by Child Welfare Services and was discussed at more length under the PSSF funded programs (see pages 79 – 81 in the San Joaquin County Self-Assessment). The format will remain the same and the guidelines; tools, data program, etc. will remain the same with both programs. The two major differences are that the one funded by CAPIT will not need families to be involved with Child Welfare Services to obtain services. Referrals and recommendations to the program will come from other social service agencies, medical and mental health agencies, schools, child care facilities, self-referral, etc. This CAPIT Family Intervention Services program, along with all of the CAPIT/CBCAP and PSSF funded programs and services supplement but do not supplant existing government-provided services. In the PSSF funded Child Welfare Services Differential Response program, only families who have already come to the attention of Child Welfare Services are able to be referred. Issues such as confidentiality, and more importantly, access to preventative services for lower risk families, require that these two family assessment and case management programs remain separate.

PSSF Funding

The PSSF programs are administered directly through the Human Service Agency/Child Welfare Services, as illustrated by Figure 2. For the past six years, the Differential Response and Reunification Team Decision-Making-Case Management Programs have been funded through OCAP funds. Both programs will continue to be funded with each program needing Requests for Proposals with new contracts beginning July 1, 2011. In addition, the existing \$100,000 of CWSOIP funding for the Supervised Visitation Program will be augmented by \$40,000 of PSSF funding.

Figure 2



PSSF Funded Programs

Specifically with regard to the Differential Response and Reunification Team Decision-Making – Case Management Programs, data programs track the number of unduplicated families receiving services. This includes the participation of families in various services including case management, family advocacy, support groups, information and referral, parenting issues, and a variety of other services.

The Differential Response (DR) Program, in its current structure, is entering its sixth year of service to at-risk families in San Joaquin County. This is a PSSF funded program, with additional funding provided by CWSOIP. It has expanded on a yearly basis, due to the commitment of the community-based organizations (CBO) that provide services to identified families and the Intake & Assessment Division of CWS who makes the referrals. The program was designed through a Request for Proposals (RFP) process conducted by the Contract

Management Division of HSA and continues to be monitored by the Contract Management Division.

Differential Response, in this segment, is also being used as the format for the CAPIT funded Family Intervention Program, with the only difference being the differences in the referral process, as explained under the CAPIT funded programs. Differential Response/Family Intervention Programs uses a broader approach to child protection by responding earlier and providing intensive, in-home services, to families identified as at-risk. Though appearing at-risk for future involvement with CWS if family issues are not dealt with in a strength-based manner, these families do not currently meet the criteria for CWS direct involvement. The guiding principles of DR are:

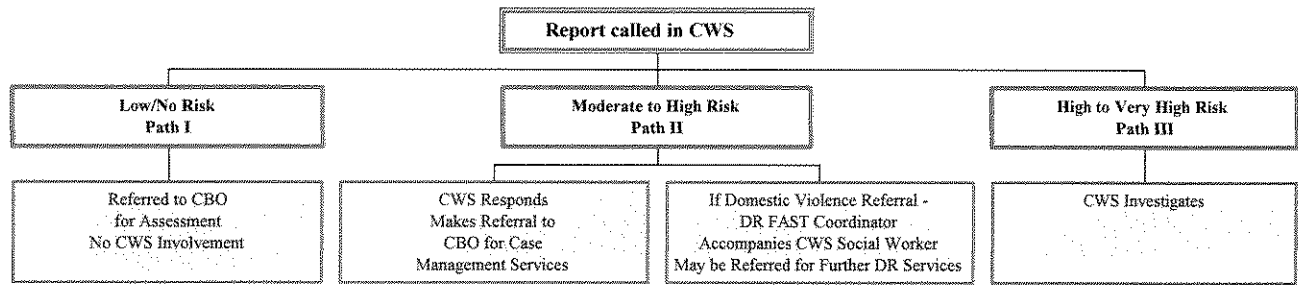
- Children are safer and families are stronger when communities work together
- The earlier at-risk family issues are identified and addressed, the better children and families do
- Families can resolve issues more successfully when they voluntarily engage in services, supports, and solutions¹

The DR system works by utilizing three pathways for families. Path 1 referrals are used when the perceived risk to the children is low. In the traditional child welfare model, these families would not receive services. In Path I referrals, a community-based organization (CBO) contacts the family to offer assessment and case-management services designed to be flexible to the family's identified needs. Path 2 referrals are used when the risk to the children in the home is moderate and targeted case management services by CBO's could improve child safety. Path 3 referrals occur when it appears that a child would be at serious risk without formal intervention from child welfare social workers and follow the more traditional child welfare model.

¹ Breakthrough Series Collaborative, Implementing Differential Response in California (February 2007)

Figure 3

Differential Response Flow Chart



For the CAPIT Family Intervention Program referrals will be made as described earlier in the CAPIT Funded section and cases will be referred for either assessment or case management services, as deemed appropriate by either the reporting agency or at the time a case manager meets with the family. The Office of Education and Children’s Services Coordinating Commission will determine the flow for this process as mirrored by the CWS Differential Response Program.

Regarding the CWS Differential Response Program, when a referral for either a Path I assessment or Path II case-management is forwarded by CWS Intake & Assessment Unit to one of the CBO’s for services, the referral remains open until a case closure form, documenting what occurred with the case, is returned to CWS. This information is shared with the referring social worker and kept in the case file for further information should the same family be referred to CWS for concerns of abuse or neglect. This gives the Intake & Assessment social workers the ability to quickly review how the family responded to services provided by the CBO and determine if another referral would be appropriate or the case be deemed needing greater intervention.

The Reunification Team Decision-Making – Case Management Program will be funded by PSSF and additional funding possibly through CWSOIP. This program provides pre and post-Team Decision-Making (TDM) services to families as families are identified as being close to reunification. In addition, they provide three months of intensive, in-home, case management services to assist the family with the complex issues of actual reunification. These areas of assistance are identified in the Team Decision-Making meeting and as goals are met, additional goals may be added to the client’s case plan. The program case manager remains in continual contact with the case-carrying social worker until services are completed or discontinued.

Under the current program, three full-time bachelor-level staff, under supervision from an individual with an MFT, provides TDM’s in conjunction with CWS case assigned social worker, other community-based organization’s staff, family identified support system individuals, etc. Additional TDM’s may be held as the family progresses through reunification, if identified as needed. It is a goal that a Parent Partner volunteer be recruited and trained to become an integral part of the TDM process.

This program found strong support by the PQCR review team. It was recommended that policy be put in place to ensure all families are referred to this program for services.

The CAPIT/CBCAP funded programs and the PSSF programs are identified by needs stated in the 2010 San Joaquin County Self-Assessment.

Local Agencies – Requests for Proposals (RFP)

San Joaquin County Human Services Agency assures the following is true:

- A competitive process is used to select and fund programs
- Priority is given to private, nonprofit agencies with programs that serve the needs of children at-risk of abuse or neglect and have demonstrated effectiveness in prevention or intervention
- Agencies eligible for funding provide evidence that demonstrates broad-based community support and that proposed services are not duplicated, are based on needs of children at-risk, and are supported by a local public agency
- Projects funded shall be culturally and linguistically appropriate to the populations served
- Training and technical assistance shall be provided by private, non-profit agencies to those agencies funded to provide services
- Services to minority populations shall be reflected in the project funding
- Projects funded shall clearly be related to the needs of children, especially those 14 years-old and younger
- San Joaquin county complies with federal requirements that ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program
- Non-profit subcontract agencies can submit data electronically
- For CAPIT funds, priority for services shall be given to children who are at high risk, including children who are served by San Joaquin County CWS for abuse and neglect, and other children who are referred for services by legal, medical, or social service agencies
- For CAPIT funds, the agency funded shall demonstrate the existence of a 10% cash or in-kind match, other than funding provided by the Office of Child Abuse Prevention

The following agencies have submitted proposals:

- The Women's Center
- Charter House
- Child Abuse Prevention Council
- Community Partnership for Families
- El Concilio
- Family and Youth Services

Client Satisfaction and Engagement Outcome

Each of the funded programs are required to elicit client feedback on services as part of their contracts and outcome objectives. Depending on the program, outcomes and client satisfaction are measured at the end of services or based on a specific time period.

CAPIT/CBCAP/PSSF Quality Assurance

The San Joaquin County Children's Services Coordinating Commission (CSCC) is the entity serving in the capacity of the Child Abuse Prevention Council, as explained at the beginning of this section on CAPIT/CBCAP/PSSF Services.

Evaluation is the documentation of service outcomes through the systematic collection of data. This evaluation is monitored as described at the beginning of this section and in the flowcharts. The direct service providers selected to receive CAPIT/CBCAP/PSSF funding will enable services to be delivered directed at child abuse prevention, intervention, and treatment. The evaluation approach to access the impact of the CAPIT/CBCAP/PSSF contracts will utilize engagement rates and short-term and intermediate outcomes to assess the work of service providers. Long-term outcomes will be used as benchmarks of program effectiveness. The providers will submit quarterly reports which will document the effectiveness of their programs. The CSCC will evaluate providers on an annual basis to determine the service outcomes are met and the effectiveness of the CBCAP dollars spent on those programs.

As discussed earlier, each contract with a service provider, whether through the Office of Education or the Contracts Management Division of CWS, has specific criteria regarding pre/post - testing, client satisfaction survey's, monthly and quarterly reports, as well as a year-end report that is submitted to the Office of Child Protection by the Office of Education and the Human Services Agency.

Monthly meetings are conducted by the San Joaquin County Children's Services Coordinating Commission and at that time monthly reports on CAPIT/CBCAP/PSSF funded programs are reviewed. These reports include in part, information on current referrals, on-going services, and closure of services, and in some cases, narratives of program services. Each month at least one service provider will also give an oral presentation to the SJC CCSC and respond to questions asked by the Commissioners to assist in clarifying program components and outcomes.

All service providers have computer programs that assist in documenting services offered, duration of services, and client receptiveness to offered services, to name a few.

San Joaquin County Child Welfare Services has made a commitment to the PSSF funded Differential Response Program and the Post-Reunification Team Decision Making/Case Management (FOCUS) Program. Extended team meetings have been conducted monthly in the past to ensure all involved; from the Deputy Director of CWS to the contracting agencies staff responsible for direct service delivery, are involved in providing insight and recommendations for the enhancement of the programs. Additionally, each Differential Response agency has an Intake & Assessment supervisor assigned as a liaison to call upon with questions or concerns. These liaisons also provide pre-arranged meetings with the contractor's program staff to offer additional assistance in client related issues. All CAPIT/CBCAP/PSSF funded program staff and parent partners are able to participate in relevant training offered to CWS social workers. Parent leaders involved in the programs are actively involved as they participate in the commission meetings, review RFP's, make recommendations, assist in planning the annual child abuse symposium, and volunteer for events sponsored by the programs.

The Children's Services Coordinating Commission and Monitoring Committee and HSA Contract Management Division (CMD), with regard to the CAPIT/CBCAP/PSSF funded programs, provide supervision and oversight of the CAPIT/CBCAP/PSSF programs. The supervision and oversight ensures that all federal mandates are met. Program management supervision includes the submittal of fiscal reports/billing statements from the service agencies to the contractor. They are then analyzed to ensure that monthly expenditures were appropriate, as outlined in the contract. Additionally, monthly reports from CAPIT/CBCAP and PSSF funded

agencies to the HSA Contracts Management Division and the Children's Services Coordinating Committee are submitted and forwarded to the members of the CSCC. Monthly CSCC public meetings are held; the monthly reports are discussed and questions are posed and answered. Monthly, quarterly, and yearly reports are also sent to the contracting agencies by the service providers.

In addition, site-visits occur in the spring of each year, both for CSCC monitored programs and HSA funded programs. Site-visits are done with a team that includes the CAPIT/CBCAP/PSSF liaisons, as appropriate. On occasion, it has been deemed necessary to do a mid-year, on-site evaluation or an agency providing service delivery has requested a mid-year evaluation to ensure they are operating in-line with expectations. Direct service providers are given a packet of guideline information outlining what the visiting team will be expecting to have available to them. After touring the facility, a debriefing session occurs; SJCOE and HSA provide a review of all aspects of the program objectives and a full budget review.

As a method to see that programmatic needs are being met, the CWS Supervisor of Special Projects receives a more detailed report from each Differential Response agency and reviews it. The CMD and CWS supervisor communicate any concerns to the other in an effort to keep the program flowing smoothly.

This is another example of the smooth, collaborative approach that San Joaquin County has put in place to oversee the OCAP funding process. The three agencies, Office of Education, Children's Services Coordinating Commission, and Human Services Agency have developed a process that complements and mirrors what each other is doing in an attempt to provide consistent and thorough quality assurance methods across funding lines.

In addition, program information gathered during annual monitoring visits to contractor sites by both the San Joaquin County Office of Education and the Human Service Agency are used to write annual reports to the Office of Child Abuse Prevention (OCAP) that summarizes the program goals and outcomes of the contracted programs.

Ensuring Services for Children at Risk of Child Maltreatment

All CAPIT/CBCAP/PSSF funded programs give priority to children who are at-risk of child abuse and neglect, more likely to be removed and/or come to the attention of the child welfare system.

The Vision Statement for the San Joaquin County Children's Services Coordinating Commission ensures services for all San Joaquin County children at risk of child maltreatment, including special needs children, and families, is as follows:

The vision of the CAPIT/CBCAP/PSSF Collaborative is that every child in San Joaquin County is able to live in a safe, stable, permanent home, nurtured by healthy families and strong communities. At the same time, services to families in need are comprehensive, integrated, and asset-based. This includes outreach to children with special needs, are overly represented in the CWS, as discussed earlier with regard to CWS's Disproportionality Project, and that mental, physical, psychological assistance is available to children and their parents.

All CAPIT/CBCAP/PSSF funded programs include language in the Requests for Proposals (RFPs) and contracts and ensuring that service provision is to be designed to incorporate children and families at-risk of coming to the attention of child welfare.

Description of Services

Services for Special Needs Children and Families

Special needs services for families and children have been a priority within CWS and CSCC in previous years and continue to be a focus for the future. Two primary goals are essential to ensuring these families are served effectively:

1. To enhance the capacity of community-based providers to identify, assess and support families who have children with learning, emotional, and physical disabilities, and;
2. To facilitate improved access for families to the information, resources, and one-on-one peer support/mentoring that will enable them to effectively care for their special needs children

Services and the delivery of services targeted to children at-risk for abuse or neglect

San Joaquin County Child Welfare Services provides outreach to families identified through the Differential Response Program. The community-based organization staff engages families that have been assessed to be at-risk, but who have not yet reached the threshold of child maltreatment. Their outreach staff provides home visits and uses the child abuse reporting incident to mobilize these families to seek support. In addition, families can identify themselves as needing support and seek services, if necessary.

Prioritizing children at-risk of abuse and neglect and services for children aged 14 and under

All programs funded through the Office of Child Abuse Prevention give priority to children who are at-risk of child abuse and neglect, more likely to be removed and/or come to attention of the child welfare system. Language will be incorporated into each service contract that specifies target populations (e.g. 85% of families served will have at least one child 0 – 14 years of age). Services are designed to be prevention oriented and strength-based in an effort to support families. Teen services, (for example the Independent Living program), are part of separate program and funding streams.

Services based on unmet needs

These services are designed to address unmet needs or needs that would be unmet if not for these services. Some services have been in place for several years and in other cases solely provided to the specific target population of children at-risk for child abuse and neglect and/or more likely to be removed and enter into the child welfare system. The services were first identified through a planning process initiated by earlier County Self-Assessments, Three-Year Plans, and County System Improvement Plans. The community-based, supervised visitation program promotes positive family interaction. The team decision-making process was identified as a priority in the 2010 Peer Quality Case Review.

APPENDIX A

Participant Invited to Contribute to San Joaquin County Self Assessment/System Improvement Plan

***Note:** Children's Services Coordinating Commission (CSCC) is the entity serving in the capacity of the Child Abuse Prevention Council, as required in the W&I Code. Membership on the CSCC comes from public agency, community-based social service agency, and district representative groups.

First Name	Last Name	Agency	Core Representative	Title
Amelia	Adams	Community Partnership for Families (CPF)	Community-Based Organization	Asst. Deputy Dir./Site Director-CUFF
Jerry	Alejandre	SJC Sheriff's Department	Law Enforcement	Sergeant
Jose	Alva	San Joaquin County	Juvenile Court Bench Officer	Judge - 300 Court
Robina	Asghar	CPF	Community-Based Organization	Ex. Director
Jamie	Baiocchi	Office of Education	CSCC*; Early Childhood/Child Care; Education	Director-Early Education Programs
Barry	Benton	Sergeant	Law Enforcement	Stockton PD
Elizabeth	Bridges	Children's Home of Stockton	Service Provider	Acting Executive Director
DeeAnn	Buckner		Parent/Consumer; Resource Family	Parent Advisor
Cameron	Bullock	SJC Data Co-Op	Service Provider; Representative from Business	Executive Director
Maddy	Carroll		Youth Representative	Youth Advisor
Val	Chaban	Lodi Police Department	Law Enforcement	Corporal
Chandra	Chhin	Father's and Families	Fatherhood Program; Community-Based Organization	
Michael	Coughlan	San Joaquin County	Juvenile Court Bench Officer	Juvenile Probation Judge
Barbara	Coulibaly	Creative Child Care, Inc. (CCCI)	Child Care; Community-Based Organization	
Dawn	Custer	Public Health	County Health Department	
Valerie	Denero	CCCI	Child Care; Community-Based Organization	
Raman	Dhindsa	Family and Youth Service	Community-Based Organization	FOCUS Program Manager

Debbie	Eison	Creative Child Care, Inc.	Child Care; Community-Based Organization	Ex. Director
Mark	Elliott	Probation Department	Probation Administrator Core Team	Assistant Deputy Chief
Richard	Evans	Juvenile Probation	Probation Supervisor; Core Team	Supervisor
Michael	Fields	CPF	Community-Based Organization	Supervisor - Differential Response
Sherrie	Flores	HSA/CWS	CWS Social Worker	ILP Social Worker
Jeanne	Fuhrman	HSA/CWS	PSSF Collaborative; CWS Supervisor; Core Team	Facilitator
Elizabeth	Gaedtke	HSA/CWS	CWS Administrator	Division Chief
Beatrice	Gomez	HSA/CWS	CWS Administrator	Division Chief
Joelle	Gomez	Women's Center	Community-Based Organization	Executive Director
Paula	Grech	Women's Center	Community-Based Organization	Administrator
John	Greco	HSA/CWS	CWS Administrator; Core Team	Interim Deputy Director
Melissa	Gust	HSA	PSSF Liaison; PSSF Collaborative;	Contract Supervisor
Amanda	Hardwick	Data Co-Op	Representative from Business	
Pat	Hill	Children's Services Commission of SJC	Administrator of designated agency to administer CAPIT/CBCAP Programs	Chair
Pat	Hill	SJC Behavioral Health	County Mental Health	
Jo Lynn	McMillan	Aspira	Service Provider; Representative from Business	Executive Director
Scott	Jensen	University of Pacific	Education	Professor
Jennifer	Jones	FAYS	Community-Based Organization	Assoc. Ex. Director
Patty	Jacquez	First 5 of SJC	Service Provider	Contracts Analyst
Mikey	Kameinski	Charterhouse	Service Provider	
Robert	Khoonsrivong	Lao Khmu Association	Community-Based Organization	

Cheron	Laboissonniere	CDSS	CDSS-Outcomes & Measurements	Liaison
Sue	Laliberte	Lutheran Social Services	Service Provider; Faith-based Community	
Cynthia	Lederle	HSA/CWS	CWS Social Worker	ILP Social Worker
Jennifer	Lee	Women's Center	Community-Based Organization	Director of Programs
Brian	Lovins	Women's Center	Community-Based Organization	Differential Response (DR) Coordinator
Cathy	Long	Children's Services Commission SJC	CAPIT/CBCAP Liaisons; CSCC; Education	CAPIT/CBCAP Liaisons
Lynda	Lowry	University of Pacific	Education	
Manuel	Lua	Victor Programs/ Family Visions	Service Provider; Representative from Business	
Anthony	Lucaccini	San Joaquin County	Juvenile Court Bench Officer	Judge - 300 Court
Marilyn	Martin	Probation Department	Probation Administrator	Deputy Chief
Linda	Mascarenas-Colgan	FAYS	Community-Based Organization	Executive Director
Luis	Mejia	Lodi Police Department	Law Enforcement	Sergeant
Steve	Merchant	Ripon Police Department	Law Enforcement	Sergeant
Linda	Mora	El Concilio	Community-Based Organization	Vice President / Program Development
Kathy	Morrissey	Children's Services Commission of SJC	Resource Family; CSCC	Parent Advisor
Sammy	Nunez	Father's and Families	Community-Based Organization	Ex. Director
Teresa	Oliveros	Supervised Visitation Services	Community-Based Organization	
Leslie	Reece	Family Resource & Referral Center	Service Provider	

Cindy	Reeder	FAYS	Community-Based Organization	Case Manager
John	Reynolds	Stockton Shelter for the Homeless	Service Provider	Executive Director
Christina	Rodriguez	Juvenile Probation	Probation-Juvenile Officer; Core Team	Probation Officer
Jose	Rodriguez	El Concilio	Community-Based Organization	President /CEO
Michelle	Rowland-Bird	Behavioral Health	County Mental Health Department;	Interim Deputy Director
Julianne	Rualizo	FAYS	Community-Based Organization	Case Manager
Lani	Schiff-Ross	First 5 SJC/HSA	Service Provider	Children & Families Program Coordinator
Tony	Souza	Manteca PD	Law Enforcement	Sergeant
Tany	Teas-Lim	Lilliput	Service Provider; Representative of Business	Executive Director
Steve	Toal	Lao Khmu Assoc.	Service Provider	
Daniel	Torres	Point Break Adolescent Resources	Service Provider	Assistant Director
Lindy	Turner-Hardin	Child Abuse Prevention Council (CAPC)	Community-Based Organization	Executive Director
Phil	Urie	San Joaquin County	Juvenile Court Bench Officer	Juvenile Probation Judge
Sue	Winslow	CAPC	Community-Based Organization	Program Director
Eddie	Wright	Tabernacle of Faith Community Church	Faith-based Community	Senior Pastor
Jeanne	Zhu	Lao Khmu Association	Community-Based Organization	

APPENDIX B
Peer Quality Case Review – 2010 Summary

CHILD WELFARE SERVICES

Key strategies for Child Welfare Services to prioritize:

- Utilize the recommendations included in this report to strengthen the reunification process for children and families and increase the chances of no further disruptions in placement
- Engage the family and age-appropriate children in case planning and placement issues to develop a family strength-based approach to services; utilizing and expanding on current CWS Team Decision Making meetings and the FOCUS Program
- Continue to educate all relevant staff on the requirements of concurrent planning, creating a clear idea of its purpose.
- Continue to evaluate the advantages of relative and Non-Related Extended Family Members (NREFM) placements, educating staff on the differences between concurrent planning and relative placement, and developing a system of immediate relative placements
- Developing a “warm handoff” system for transferring cases from one social worker to another, engaging in a through case review and introducing the child, parents, and relatives to the new social worker whenever possible
- On-going training of social workers and supervisors in Divisions II and III on Structured Decision Making and Safe Measures and CWS expectations regarding their consistent use
- Examine the barriers to family visitation and develop methods to facilitate positive practices that assist in family bonding
- Explore alternative options for service related programs such as the Parenting Program, expanded substance abuse programming, and housing opportunities

JUVENILE PROBATION DEPARTMENT, PLACEMENT UNIT

Key strategies for the Juvenile Probation Department to prioritize:

- Utilize the recommendations included in this report to support youth in the transition to adulthood
- Work closely with Child Welfare Services regarding youth who were or currently are in both systems to provide a wider view of youth issues, past experiences, and collaboration in working toward the best interest of the youth
- Collaborate with Child Welfare Services Independent Living and Emancipation Coordinators in training JPs
- Examine the barriers to family visitation and develop methods to facilitate positive practices that assist in family bonding including exploring possibilities for closer placements of youth to their family
- Examine areas of safety concern for JPs for possible resolutions

- Identify and seek funding resources to provide comprehensive reintegration services for youth returning to San Joaquin County
- Collaborate with community-based organizations to:
 - Establish substance abuse programs in developing a graduated plan for long-term sobriety for youth between the ages of 17-19 years of age
 - Provide transitional housing programs
 - Access culturally-based community programs to provide translation and mentoring programs

County Self-Assessment – 2010

Child Welfare Services

System strengths and areas needing improvements:

San Joaquin County Child Welfare Services (CWS) staff has proven to be committed to the well-being of their clients, as is evident in the Outcomes Section of this report. The agency has met eight of the 17 child welfare services federal performance goals and has shown improvement in 13 areas in which present performance goals do not currently exist. A number of the nine identified areas that require improvement were discussed throughout the PQCR, along with recommendations that will assist CWS in instituting changes that result in improvement.

Administration did not hesitate in immediately beginning to formulate plans following the PQCR. They have conducted on-going committee meetings to examine the recommendations and develop strategies. Staffing changes have already occurred in some Divisions to strengthen areas that require it.

A valued CWS asset is the dedication and expertise of the social workers themselves. This was mentioned several times during the last day of the PQCR when results were being shared. Due to a proactive approach, instituted more than three years ago by the Director of Human Services and the Deputy Director of Child Welfare Services, San Joaquin County CWS has not yet had to resort to layoffs of staff. Though the workload on social workers is sometimes staggering and there is little money available for overtime, social workers continue to give 100% to their professions. Certainly, the current fiscal issues that face California and San Joaquin County have limited the implementation of best-practice measures that many would like to see instituted. In spite of this, many of the programs not mandated continue to be operational, for example the Independent Living Program that assists youth 16.5 years and older prepare for exiting the system and Emancipation Conferences (EC) are being done for all youth referred to the EC Coordinator. The Voluntary Family Maintenance and Team Decision-Making programs are yet another example of the Agency commitment to provide services beyond the mandated requirements. There are no guarantees if further monetary cut-backs occur that CWS will be able to continue to provide services in these areas, yet there is a strong commitment to try.

Additional areas of strength mentioned in the PQCR are:

- Case demographics were found in all of the case files reviewed
- Sibling sets are often placed together and when that is not possible, social workers facilitate extensive contact between siblings
- Children with special needs are identified and needs are addressed
- Structured Decision-Making is used consistently at the beginning of cases to determine safety and risk factors
- Social workers implemented case plans, identified appropriate goals and activities; formally and informally assessed needs, established goals and activities to accomplish the goals which resulted in clients receiving services early on

- Social workers genuinely understand their clients' life circumstances and appear invested in their families successes; examples were multiple attempts to engage resistant clients and non-judgmental attitudes when working with families
- The use of Joint Assessment Meetings (JAMs) assists in placement issues
- Child Health and Disability Prevention (CHDP) medical services and dental services are current
- The use of pre-reunification Team Decision-Making meetings and in-home case management services following reunification
- Concurrent planning has an entire unit dedicated to that practice; assessments occur early in cases, and the Concurrent Planning Unit has been restructuring its procedures in the last three years to speed the Relative/NREFM approval process
- Assessment of relatives for placement is resulting in higher rates of children being placed with family members; the recent addition of LexisNexis™ to broaden the search for relatives
- There is a strong commitment to the importance of children visiting with families, including: parents, siblings, maternal and paternal family members with visits being set up immediately following a child's removal and consistency regarding the visits
- Overall, agency practices are aimed at meeting families' needs
- Case plans are used in court proceedings and judges appear to be pro-reunification
- Social workers demonstrated the belief that parents can change despite past behaviors and/or setbacks; social workers are also knowledgeable of the children on their caseloads and attempt to develop positive relationships with the children; regular face-to-face contact is the norm
- The long-term (more than five years) commitment the agency has made to address the disproportionate amount of African-American children in the CWS. Extensive training of all staff on identifying bias, continual discussion on how decisions are made regarding children and parents, and involving the community at-large in addressing this issue are just a few of the activities being instituted by the agency through the Disproportionality Committee.
- A Differential Response Program that has been in practice for more than six years, involving assessment and case management services to families at-risk of abuse or neglect
- A post-reunification program specifically designed to conduct TDM's prior to reunification and intensive in-home services for families following reunification to assist in ensuring reentry does not occur

Strategies for the Future:

As mentioned earlier, CWS has taken a proactive approach to many of the recommendations made by the PQCR review team. Areas already under development are:

- Redesign of the internal Team Decision-Making (TDM) process with the goal of holding TDMs at critical points in the case. A primary issue that ran throughout the PQCR process was lack of parent and age-appropriate children's involvement in the development of their case plans. One critical point in which TDM's will be utilized is when the upcoming court report/status review and case plan are being developed to ensure the family is offered participation in the process.
- Developing a system of case "hand-off" to ensure the current social worker is up-to-date on all family dynamics and that the case file has all necessary current information. Included in this is introducing the current social worker to the child, parents, relatives, foster parents, etc. by the former social worker to assist in building a solid connection at the time of the transfer

- Developing a new format for the contracted Parenting Program that all families involved with CWS or the Differential Response Program are referred to; this has resulted in a program designed utilizing evidence-based practices associated with parenting programs. Some of the changes include: methods of involving incarcerated or formerly incarcerated parents and giving a broader range of services; classes tailored to the individual needs of the parents; parents being required to demonstrate a true understanding of how to apply what they have learned regarding effective parenting prior to reunification, not just complete the course
- Structured Decision-Making will be utilized at all critical points during the lifetime of the case
- Continue to clarify the role of concurrent planning and the importance of relative placements as quickly as possible following detention
- Reviewing and establishing trainings for social workers as identified by the PQCR to ensure they are aware of the current evidence-based practice methods, to move toward a strength-based approach to services and to keep services focused on the child's best needs. Training social workers on how to develop evidence-based court reports and initial case plans as well as changes to the case plan as the case progresses. Training on the rights of children with regard to education is also an issue that is not clearly understood. With the signing of AB 1933 into law on September 30, 2010, there is a greater urgency to ensure all social workers are aware of the changes
- Continue to work with the legal system in attempting to develop a collegial approach to service provision and move away from what often feels like an adversarial relationship

San Joaquin County Juvenile Probation Division

System Strengths and Areas Needing Improvements:

Results from the Peer Quality Case Review provided the following recommendations:

- Use video conferencing equipment to facilitate visits with parents, relatives, and siblings
- Investigate funding for youth to take the General Education Diploma (GED) tests
- Probation officers need to strategize on how to include reluctant parents in the assessment process
- All group home placements should be providing a Needs and Service Plan to the JPs
- All group home placements should be providing Quarterly Reports to the JPs
- Probation officers should always be involved in the development of the group home assessments
- Examine personnel assignments and assess if an additional officer could be made available for the Family Vision Program
- Provide education to court personnel on the Special Immigration Juvenile Status process
- Explore the possibility of having logistical issues examined and develop alternative ideas
- Rotate high-mileage vehicles that are used to drive out of county with lower mileage vehicles used for local use
- Review cell phone provider's coverage areas and consider transferring cell phone plans to other providers who offer wider range coverage

There need to be more comprehensive reintegration services for youth returning to San Joaquin County to assist them in:

- Maintaining long-term connections with peers and adults
- Employment contacts and opportunities
- Integration into mainstream society
- Utilizing the tools learned while in residential group homes
- Increasing positive peer and adult support
- Work with the TILP Coordinator from CWS to develop guidelines that address the needs of the youth
- Develop a check sheet to assure youth have all legal documents available to them before leaving placement. For example: official birth certificates, social security cards, MediCal cards, immunization and medical records, school records, California Identification Card or California driver's license, and a credit check to ensure a clean credit history
- Explore working collaboratively with a community-based organization to research grant options to provide transitional living housing for youth emancipating out of the system
- Work with county community centers and community-based organizations to assist in job training, resume building, and job searches
- Place all eligible post-placement youth in the Family Vision Program
- Implement the 90-Day Transitional Plan as required by the state

Strategies for the Future:

- Utilize the recommendations included in this report to support youth in the transition to adulthood
- Work closer with Child Welfare Services regarding youth who were or currently are in both systems to provide a wider view of youth issues, past experiences, and collaboration in working toward the best interest of the youth
- Collaborate with Child Welfare Services Independent Living Program and Emancipation Coordinator in training JPs
- Examine the barriers to family visitation and develop methods to facilitate positive practices that assist in family bonding including exploring possibilities for closer placements of youth to their family
- Examine areas of safety concern for JPs for possible resolutions
- Identify and seek funding resources to provide comprehensive reintegration services for youth returning to San Joaquin County
- Culturally-based community programs to provide translation and mentoring programs
- Collaborate with community-based organizations to:
 - Established substance abuse programs in developing a graduated plan for long-term sobriety for youth between the ages of 17-19 years of age
 - Provide transitional housing programs

The Probation Department has been challenged in providing services to clients, their families, and the community with limited resources and it has been imperative to rely on collaborative partnerships to accomplish the mission. Therefore, the Department has and will continue to analyze business practices and service delivery to be as efficient and effective as possible. As a result, the Probation Department has embraced Evidence-Based Practices (EBP); also known as

the Principles of Effective Intervention (PEI) and “What Works.” Simply put, these terms are used almost interchangeably to mean proven methods of reducing offender recidivism.

In line with EBP, the Probation Department implemented a valid and reliable juvenile assessment tool, specifically the Positive Achievement Change Tool (PACT). A validated risk assessment tool will assess a youth’s level of risk to prioritize the utilization of the Probation Department’s resources. The risk assessment identifies the youth’s criminogenic needs, which are the dynamic risk factors that predict the youth’s risk for recidivism. These criminogenic needs are: criminal personality; antisocial attitudes, values, and beliefs; low self-control; criminal peers; substance abuse; and dysfunctional family. Based on the assessment of the offender, the case plan, treatment programs, and probation services are carefully tailored to address the criminogenic needs in priority order.

Effective, evidence-based treatment programs will be utilized, emphasizing positive reinforcement, cognitive behavioral change, and community support. Simultaneously, probation administration will continually evaluate outcome measures to analyze each component and program for effectiveness.

Several factors about an offender influence his/her responsiveness to treatment that include: cognitive ability, learning styles, stage of motivation for change, gender, ethnicity, developmental stage, beliefs, and personal temperament. By appropriately matching the treatment modality to the offender and focusing on the offender’s readiness to change, the responsiveness to treatment will increase, thereby reducing recidivism.

As the Probation Department implements Evidence-Based Practices, by using a validated tool to assess risks and needs, targeting interventions and prevention programs to those risks and needs, tailoring programs towards a youth’s responsiveness to treatment, engaging support in the community through collaborative partnerships, and measuring program processes and effectiveness, the Juvenile Probation Division of the Probation Department will be improving its efficiency, effectiveness, and delivery of services to its clients and their families, increasing family reunification, reducing the need for out-of-home placements, and reducing recidivism.

APPENDIX D

CBCAP/CAPIT/PSSF PROGRAM DESCRIPTIONS

IMMEDIATE, SHORT-TERM RESPITE CHILD CARE

San Joaquin County Office of Education, on behalf of the Children's Services Coordinating Commission is soliciting proposals for an Immediate, Short-term Respite and/or child Care program. The program will be offered to families experiencing high levels of stress and that are in need of life-enhancing services. These services will be available while parents attend substance abuse treatment, violence counseling, mental health counseling, parent education, extended medical care, court appearances, Child Welfare Services Team Decision-Making meetings, etc. The target populations of children are children ages 0 – 12 who are at high-risk, including those being served by Child Welfare Services for abuse and neglect; referred for services by legal, medical, or social service agencies. The agency selected will provide linkage and referral to additional resources available to families in the community.

FAMILY INTERVENTION SERVICES

San Joaquin County Office of Education, on behalf of the Children's Services Coordinating Commission is soliciting proposals for a Family Intervention Services program. The program will be similar to the Differential Response program offered by Child Welfare Services. The Family Intervention Services program will provide case management, including the administration of family assessments, home visitation, family counseling, parent education, family workers and development of a family case plan. Services will be offered to families who are not involved with Child Welfare Services. Referrals and recommendations to the program will come from other social services agencies, medical and mental health agencies, schools, child care facilities, self-referral, etc. This CAPIT Family Intervention Services program does not supplant the PSSF funded Child Welfare Services Differential Response program because of the nature of the referral process with that program. The agency selected will provide linkage and referral to additional resources available to families in the community.

PARENTING EDUCATION AND RESOURCES

San Joaquin County Office of Education, on behalf of the Children's Services Coordinating Commission is soliciting proposals for a Parenting Education and Resources for children and adults at risk of abuse or neglect program. The program will offer parenting and life skills classes utilizing evidence-based practice as well as provide other resources for families to equip them with the knowledge and skills they need before it becomes necessary for the child welfare system to intervene. Participants will be provided with education about how to handle stress and anger, building self-esteem of one's self and that of their children, growth and development of

children, increase communication skills, and positive discipline mechanisms. Services will be culturally and linguistically appropriate to the population being served and implemented in the San Joaquin County zip code areas that have high incidences of child abuse reports. The agency selected will provide linkage and referral to additional resources available to families in the community.

DIFFERENTIAL RESPONSE PROGRAM PATH 1 AND PATH 2 AND CASE MANAGEMENT SERVICES

Currently, Path I and Path II referrals are distributed between four CBO's that have been contracted by CWS through the Request for Proposal process for service provision: Community Partnership for Families (CPF), Child Abuse Prevention Council (CAPC), El Concilio, and Women's Center of San Joaquin County. The majority of children referred to Path 1 and Path 2 are between the ages of 0-14, though children up to age 18 are referred. Each CBO is part of a strategy to develop a system for identifying and linking clients to effective services to meet their needs, provide a variety of services to ensure needs are met, and promote communication among clients and service providers. In addition they each have their own specialty. These agencies assist in the development and coordination of activities, programs and resources which help prevent child abuse and provide guidance and support to reinforce stability in the family. Statistics show that for the first three quarters of 2010, only 4.5% of cases evaluated out through the Differential Response Program had subsequent referrals that were substantiated within six months of the original referral.

PATH 1 SPECIFICS:

In the Fiscal Year (FY) 2009-2010, 2,037 families were referred to CBO's for Path I assessment services. An additional 130 families agreed to case management services after receiving assessment services provided by Path I referrals. Though only anecdotal in nature, the number of referrals to CWS has steadily decreased since the DR program was instituted. At this time, there is no way to directly correlate the early intervention services provided by the CBO's to this decrease. Path 1 referrals are used when the perceived risk to the children is low. Approximately 43% of CPS referrals are evaluated out to Path 1 providers in our Differential Response Program. In the traditional child welfare model, these families would not receive CPS services. In Path I referrals, a community-based organization (CBO) contacts the family to offer assessment and case-management services designed to be flexible to the family's identified needs. Each collaborative partner provides varying points of view that identifies service gaps and provides support to the community. These services assist with children being kept out of the foster care system, provide parents with education, support and case management with home visits, information and referrals to food assistance, housing, utilities, literacy, assist with school and behavior issues, pre and post employment services, counseling and when appropriate, families may be referred back to Child Protective Services. CBO's improve safety and well-being for families leading to improved family functioning and provide pre-placement preventative services with the goal of reducing the likelihood that out-of-home placement will be necessary.

PATH 2 SPECIFICS:

Path 2 referrals are utilized when the risk to children is moderate. The goals of the programs are to prevent future incidence of abuse or neglect, prevent future referrals to Child Protective Services, increase the number and quality of the family's positive social supports and ensure safety and security in the home. Path II referrals resulted in 440 families being referred for intensive, in-home, case-management services provided by the CBO and lasting up to three months or longer. In instances of domestic violence, social workers are accompanied by an advocate from the Women's Center. This advocate provides the victim(s) with specific information and resources related to domestic violence which helps provide peace of mind and a path towards healing. All CBO staff is trained in assessment and case management and have the ability to address multiple issues that might impact children and/or their family. Families are monitored closely for signs of abuse, neglect and emotional distress. CBO staff provides home visits and case management in a manner that allows the family a sense of dignity and respect while guiding the family as a whole towards security through therapy, parent education and family support with a goal of preventing the need for out-of-home placement.

Case Management Services Specifics:

Case Management Services are utilized in one of two ways, either through referrals from CPS or through direct referrals when families receiving assessment services provided by Path 1 referrals agree to case management services. In Fiscal Year 2009 -2010 570 families participated in case management services. Referrals coming from CPS involve families with low or moderate risk of future child abuse or neglect where it is felt that the family could benefit from a broader set of responses including innovative partnerships with community based organizations that can help support families in need before further problems develop. Case managers work with families to engage them in solutions and provide focused services for up to three months so that there is the best opportunity to make needed improvements. All CBO staff is trained in both assessment and case managements and have the ability to address multiple issues that might impact children and/or their family. Families are monitored closely for signs of abuse, neglect and emotional distress. CBO staff provides home visits and case management in a manner that allows the family a sense of dignity and respect while guiding the family as a whole towards security through therapy, parent education and family support with a goal of preventing the need for out-of-home placement.

COMMUNITY BASED ORGANIZATIONS USED IN PATH 1 and Path 2:

- Community Partnership for Families (CPF) providers meet with clients and gives information and resource referrals based on CPS referral. CPF has four family resource centers in high need areas throughout Stockton to ensure families will not need to travel far to obtain help. CPF specializes in helping families obtain employment, file taxes, obtain financial independence and asset development, and keep children in school. If client agrees to case management services, provider works with families for up to three months to help resolve issues.
- Women's Center of SJ County providers meet with clients and give information and resource referrals based on CPS referral. The Women's Center provides individual counseling for victims of sexual abuse as well as support groups for battered victims. They accompany victims involved in legal proceedings and assist clients in obtaining

protective orders. If a client agrees to case management services, the provider works with the family for up to three months to help resolve the issues. Additionally, a full time advocate is co-located at CPS and conducts join home visits with a CPS social worker on Path 2 referrals involving children exposed to domestic violence.

- El Concilio providers meet with clients and give information and resource referrals based on CPS referral. El Concilio provides counseling, referrals and education to our Spanish speaking community. El Concilio is geared toward the low-income population and individuals who have social, mental or physical barriers to obtaining services. If client agrees to case management services, the provider works with the family for up to three months to help resolve issues.
- CAPC providers meet with clients and give information and resource referrals based on CPS referral. CAPC is dedicated to preventing child abuse, ensuring safety, education and treatment for abused/neglected children and abusive and at-risk parents. If a client agrees to case management services, the provider works with the family for up to three months to help. CAPC also provides teen parenting classes as well as wide array of other child-related services in the community.

Examples of Other Community Based Organizations:

- SJC Office of Education funds public or private non-profit agencies to be used for child abuse prevention programs
- First 5 of SJC provide funding, collaboration, guidance and oversight for programs for children ages 0-5.
- Aspira.net provides housing and supportive services to emancipated foster and probation youth. Ten youth per month at a maximum cost of \$2,743 per youth/per month.
- San Joaquin Delta College provider administers training and educational programs under the auspices of the Foster and Kinship Care Education Program. Includes training sessions and materials
- Family and Youth Services of SJC (FAYS) coordinate and facilitate Team Decision Meetings for families referred by CPS before reunification of children with parents. Also includes case management services for up to six months after the child/children are returned home.
- Lutheran Social Services support to provider's Project Hope that provides housing and case management services to homeless transition age youth with disabilities and participating in SJC's Independent Living Program. They also provide housing and supportive services to emancipated foster and probation youth. Ten youth per month at a maximum cost of \$2,631 per youth/per month
- Victor Programs/Family Visions provides children with service alternatives to group home care through expanded family-based services. Contract term provides for a maximum of 45 participants per month at a maximum rate of \$6,294 each. (Maximum contract total is based on an average cost of \$5,594.67 per participant per month)
- Supervised Visitation Services is provided by an independent contractor and enables court ordered visits between children and their families. This service provides confidential, monitored visits for the family receiving reunification services. SVS prepares reports for each visit that are faxed to the social worker in a timely manner to ensure social workers and the court are kept abreast of the family dynamics observed during visits - whether they be positive or negative. Visitation staff is available to testify

in court if needed in regard to the cases they supervise. Services are provided in English and in Spanish during working hours as well as holidays and weekends. This allows children to visit with their family members and keep important traditions, such as birthdays, Christmas and Easter, alive and well allowing children a more normal childhood and transition back to their biological home. *This agency supervises an average of 252.68 hours a month allowing social workers to dedicate their time and expertise towards casework.* The use of supervised visits enhances the success of children reuniting with parents, allows safe and effective communication between children and their parents, and encourages positive relationships between families and social workers assigned to the cases.

FAMILY SUPPORT: FOCUS PROGRAM

This program provides pre-reunification Team Decision-Making (TDM) services and in-home case management services to families that are identified as being close to reunification. This program provides services so a child can be reunited with family. After reunification, three months of intensive, in-home visits with case management services, including information and referral to community resources, including ongoing parent education and support, aftercare, respite care, general counseling substance abuse treatment services, mental health services, domestic violence services, and assistance with logistical issues such as transportation to and from services and activities, medical care, and education, etc. are provided to assist the family with the ongoing and often complex issues of actual reunification. These areas of need are identified in the Team Decision-Making meetings and as goals are met, additional goals may be added to the client's case plan. The program case manager remains in continual contact with the case-carrying social worker until services are completed or discontinued. Under the current program, three fulltime bachelor-level staff, under supervision from an individual with an MFT, provides TDM's in conjunction with the CWS case assigned social worker, other community-based organization staff, and family identified support system individuals, etc. Additional TDM's may be held as the family progresses through the reunification process, if identified as needed.

SUPERVISED VISITATION:

The County Self-Assessment identified increased parent-child visitation as an unmet need in helping to more quickly and effectively reunify families. In many cases, it has been the experience that some visitation must be supervised in order to promote healthy interaction between the reunifying parent and child(ren). To this end, San Joaquin County began a program of contracting for supervised visitation services for these cases several years ago as there was not enough social worker time available to provide for such supervision. Due to the increased number of cases and the desire for more frequent visitation prior to reunification on the part of the Court, social workers, parents and the children themselves, there is a need to expand the current program in order to accommodate more comprehensive visitation and also to make available off-site visitation so that visits do not always have to be accommodated in a government social-services office. An RFP has been written with the goal of contracting with two Community Based Organizations to provide this additional service to reunifying families.

ADOPTION PROMOTION AND SUPPORT

San Joaquin County Child Welfare Services considers adoption as a primary permanent placement option. The aspect of adoption promotion and support to be funded is the identification, recruitment, and licensing/approval of appropriate prospective adoptive homes for children who have been freed for adoption by the courts. Recruitment and training of prospective adoptive parents focusing on culturally competent homes for African American children to reduce disproportionality of those and other children in out-of-home care is an integral and crucial component of the adoptive process in terms of ensuring that an adequate number of quality adoptive homes are maintained. As indicated in the County Self-Assessment, San Joaquin County, like many others in the state as well as nationwide, has a disproportionate number of African-American children in out-of-home care. It is the County's intent to place even greater emphasis in recruiting appropriate homes to provide both permanency and help maintain cultural identity for these children.

ROSTER	
CSCC	
CCTF COMMISSION	
PSSF ADVISORY COUNCIL	
NAME	AGENCY
Dawn Custer	Community Volunteer
Kathy Morrissey	Consumer/Parent Leader
Samuel Nunez	Community Volunteer/Parent Leader
Moteczuma Sanchez	Community Volunteer/Parent Leader
Robin Toschi	Juvenile Probation
Kristine Reed	DA's Office
Carolyn Walters	Children's Mental Health Representative
Reverend Dwight Williams	BOS District 3 Representative
Pat Hill	BOS District 4 Representative
Carol Davis	BOS District 5 Representative
Evelyn Moore	Community Volunteer
Chris Stevens	Law Enforcement Representative
Vince Hernandez	Education Representative
Dave Erb	Community Volunteer
Jennifer Jones	CBO Representative